



# 2003 Business Plan

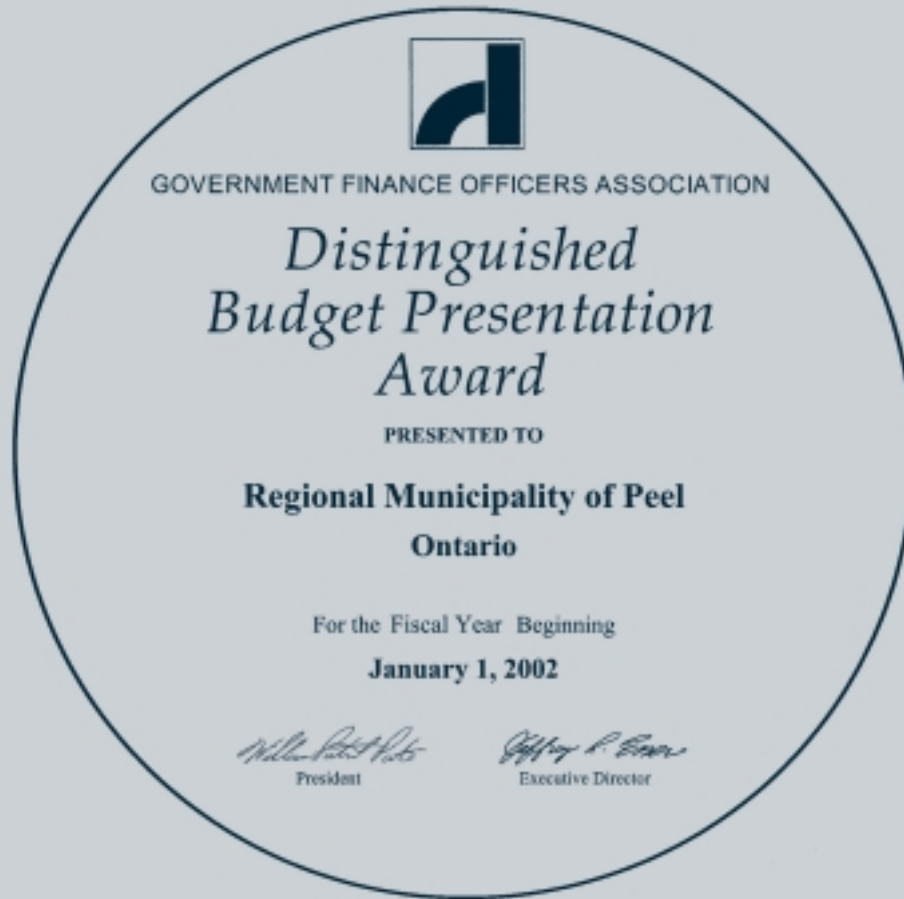
Executive Summary

Introduction and Discussion



2003 Current Budget

2003 Capital Budget and 2004 – 2012  
Capital Forecast



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Regional Municipality of Peel, Ontario for its annual budget for the fiscal year beginning January 1, 2002. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



# 2003 Current Budget

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## Glossary of Terms

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For a very high level review of the entire 2003 Business Plan, please refer to the **2003 Executive Summary** document.

For an in-depth introduction to the Region, including the introduction, corporate overview, background information, corporate priorities, the service strategy/business plan process and budget highlights sections, please refer to the **2003 Introduction and Discussion** document.

For information by program related to the 2003 capital budget and forecast to 2012, please refer to the **2003 Capital Budget and 2004 – 2012 Capital Forecast** document.

# Highlights

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# 2003 Current Budget Summary Introduction and Highlights

## Introduction

The Region of Peel's **2003 Business Plan** is comprised of four documents:

- **2003 Executive Summary**
- **2003 Introduction and Discussion**
- **2003 Current Budget**
- **2003 Capital Budget and 2004 – 2012 Capital Forecast**

This document is the **2003 Current Budget**. For a complete **2003 Business Plan**, please refer to all four documents or the Region's Web site at [www.region.peel.on.ca](http://www.region.peel.on.ca).

## 2003 Current Budget Highlights

The Current Budget summary highlights discussion is introduced by Table 1 presenting the impact of the 2003 Property Tax Supported Current Budget and the 2003 Utility Rate Supported Current Budget on the Region's taxpayers and ratepayers respectively.

Table 1

### Impact of a 2.6% Tax Rate and 2.2% Utility Rate Increase

	Average Industrial	Average Commercial	Average Small Business	Average Household
CVA Value (note 1)	\$1.7 million	\$1.6 million	\$342,000	\$259,000
2003 Regional Levy Impact	\$332	\$270	\$58	\$33
2003 Utility Bill Impact	\$48	\$64	\$16	\$6

Note 1: Current Value Assessment (CVA)

The 2003 Net Property Tax Supported Current Budget totals \$518.0 million. For comparison purposes, this represents a \$30.9 million increase over the adjusted 2002 net levy of \$487.1 million, which has been reduced from \$503.6 million in order to reflect the Region's transfer of its annual \$16.5 million contribution for GO Transit to the area municipalities. Fifty-eight per cent of the increase is funded by growth in the property assessment base of 3.7 per cent (\$18.0 million). The remaining 42 per cent (\$12.9 million) is funded by a 2.6 per cent property tax increase. This increase translates into a \$33 annual property tax increase to \$1,318 for an average single-family home assessed at \$259,000.

The 2003 Utility Rate Supported Current Budget reflects a total expenditure of \$146.9 million - \$71.8 million for the Water Program and \$75.1 million for the Wastewater Program. This reflects an increase of \$11.5 million or 8.5 per cent over 2002 to support tremendous growth in Peel and increased service requirements. Water and Wastewater flow revenues increased by \$7.4 million in 2003, reflecting consumption patterns that are consistent with Peel's population growth projections. After applying this increase, as well as an increase in other revenues of \$1.0 million, to the Water and Wastewater total program expenditures increase of \$11.5 million, the net rate impact is \$3.1 million. The approved budget has resulted in an average residential and commercial utility rate increase of 2.2 per cent. Effective with bills rendered on or after April 1, 2003, the water and wastewater rates will increase by 3.0 per cent. The average 2003 residential water and wastewater user fee will increase by \$6 to \$285 per household, for an average home assessed at \$259,000.

## Property Tax Supported Budget

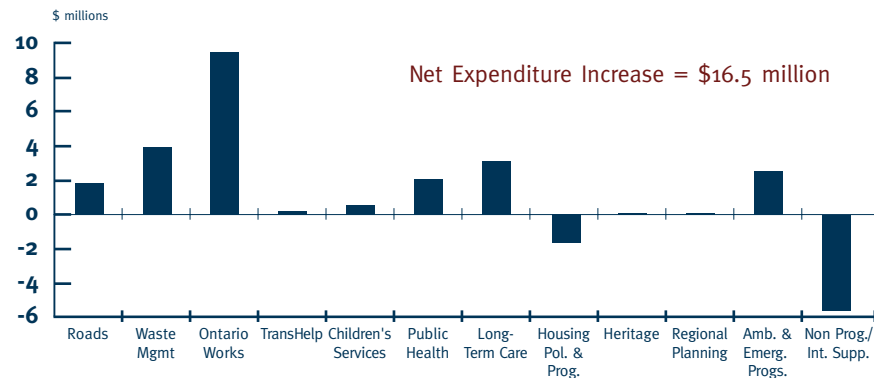
### Region Controlled Programs - \$16.5 million net expenditure increase

The **2003 Current Budget** for the Region Controlled Programs reflects service level increases resulting mainly from the Region's tremendous population growth and demographic changes to an increasingly aging population. Furthermore, increases in expenditures reflect the increased needs of the clients of Ontario Works, increased service levels mandated by the province (e.g. Ambulance and Emergency Programs) and an enhanced waste diversion program. Table 2 presents an overview of the net expenditure changes in Region Controlled Programs over the 2002 budget net expenditures.

Table 2

## Region Controlled Programs Overview

Net Expenditure Variance 2003 vs 2002



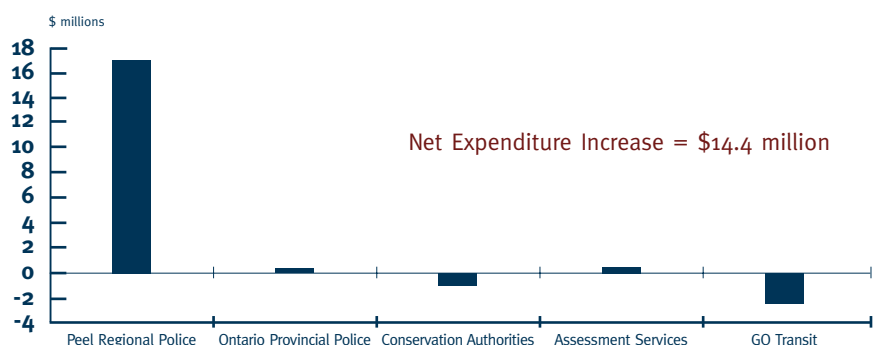
### Region Financed External Organizations - \$14.4 million net expenditure increase

The 2003 Current Budget for the Region Financed External Organizations reflects a \$14.4 million increase in net expenditures over 2002. As indicated on Table 3, the major portion of the variance is due to increased Peel Regional Police Program costs required as a result of continued significant growth in Peel and to augment existing street crime initiatives and improve response times.

Table 3

## Region Financed External Organization

Net Expenditure Variance 2003 vs 2002



## Utility Rate Supported Budget

The 2003 Utility Rate Supported Current Budget reflects a net rate impact is \$3.1 million. As outlined in Table 4, increases in operations and support costs reflect expanded regulations surrounding water and wastewater treatment. As well, reserve contributions reflect increased capital program costs primarily related to the Lakeview Wastewater Treatment Facility expansion.

Table 4

### 2003 Utility Rate Supported Current Budget Impact

2.2% Average Utility Rate Increase

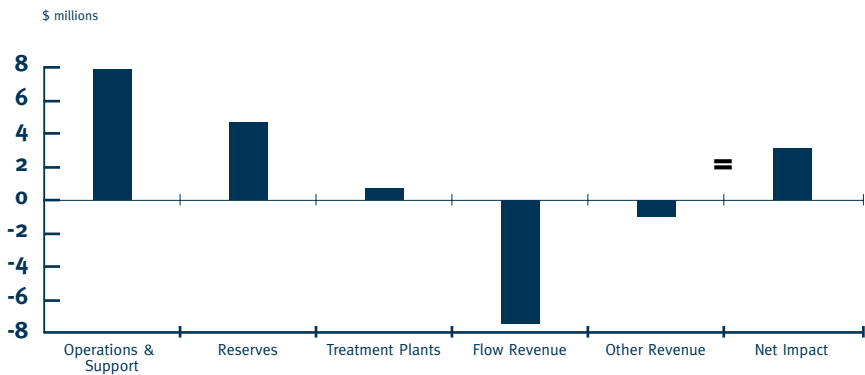
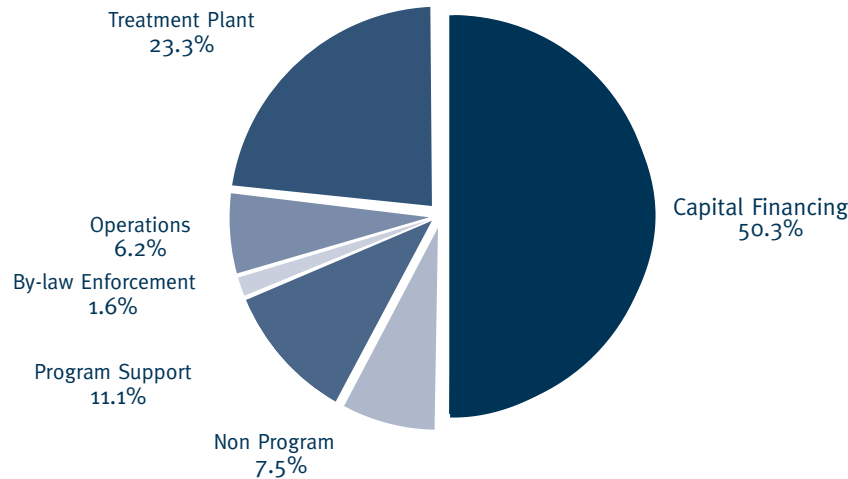


Table 5 indicates the significant components of the \$146.9 million total program costs for the 2003 Water and Wastewater programs.

Table 5

### 2003 Utility Rate Supported Current Budget

Total Expenditure = \$146.9 million



### Distribution of Total Program Expenditures

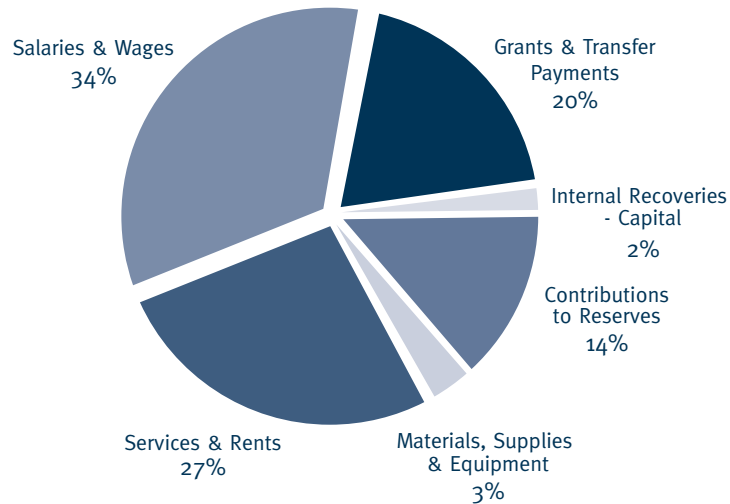
Table 6 presents the Region’s 2003 Current Budget total operating expenditures by expense classification for all Regionally funded programs of \$921.4 million, which includes both the Property Tax Supported programs (\$774.5 million) and the Utility Rate Supported programs (\$146.9 million).



Table 6

## 2003 Total Operating Expenditures

\$921 million



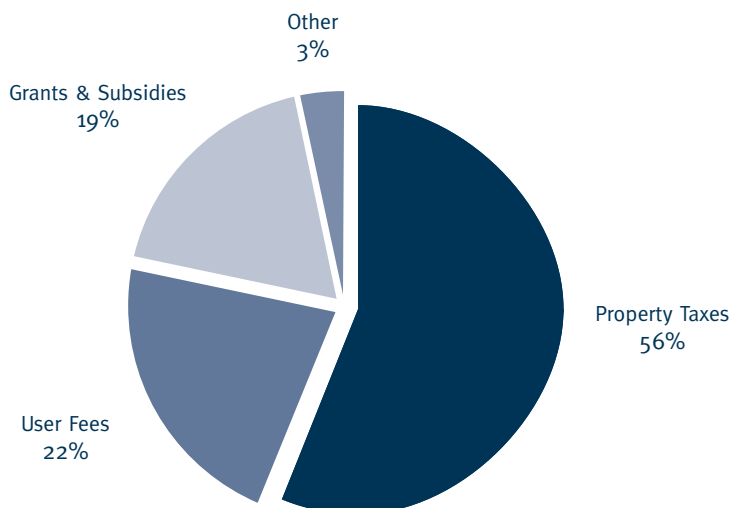
## Revenue Sources

The 2003 Total Operating Expenditures for both Property Tax Supported and Utility Rate Supported programs is \$921.4 million. A breakdown of the major funding sources, property taxes, user fees, grants and subsidies, required to balance the budget is outlined below in Table 7.

Table 7

## 2003 Revenue Sources

\$921 million



## 2003 Budget Summary

Comparative data for each Regional program, including Total and Net Expenditure and Revenues, is provided in Table 8. The overall impact of the 2003 Current Budget is an increase in net expenditures of \$26.1 million, combined Property Tax and Utility Rate Supported budgets, excluding the adjustment previously mentioned for the transfer of the Region's annual \$16.5 million GO Transit contribution to the area municipalities.

Table 8

### 2003 Budget Summary By Program (\$'000)

	Budget 2003			Budget 2002	Change from 2002	
	Total Expenditure	Revenues Grants	Net Other Expenditure	Net Expenditure	\$	%
<b>PROPERTY TAX SUPPORTED</b>						
Roads	27,459	-	383	27,075	25,226	1,849 7.3
Waste Management	65,273	-	16,880	48,394	44,482	3,912 8.8
Regional Planning	3,194	-	81	3,113	3,125	(11) (0.4)
TransHelp	5,880	-	559	5,321	5,163	158 3.1
Children's Services	38,706	27,524	2,302	8,880	8,310	571 6.9
Public Health	37,073	21,687	1,038	14,349	12,260	2,090 17.0
Long-Term Care	41,597	18,411	10,243	12,943	9,800	3,143 32.1
Housing Policy and Program	96,378	24,709	6,446	65,223	66,823	(1,600) (2.4)
Heritage	1,441	38	383	1,019	1,058	(39) (3.6)
Ambulance and Emergency Programs	24,534	8,293	350	15,891	13,332	2,559 19.2
Non Program/Internal Support	28,540	-	29,442	(902)	4,676	(5,578) (119.3)
<b>Region Directly Controlled Programs</b>	<b>370,074</b>	<b>100,662</b>	<b>68,106</b>	<b>201,307</b>	<b>194,254</b>	<b>7,053 3.6</b>
Ontario Works	124,206	68,054	1,331	54,821	45,400	9,420 20.7
<b>Region Controlled Programs</b>	<b>494,280</b>	<b>168,716</b>	<b>69,437</b>	<b>256,127</b>	<b>239,654</b>	<b>16,473 6.9</b>
Peel Regional Police	191,810	-	18,215	173,596	156,540	17,056 10.9
Ontario Provincial Police	6,385	-	152	6,233	5,897	335 5.7
	198,195	-	18,367	179,828	162,437	17,391 10.7
Conservation Authorities	2,797	-	-	2,797	3,751	(954) (25.4)
Assessment Services	11,212	-	-	11,212	10,780	432 4.0
GO Transit	2,000	-	-	2,000	20,942	(18,942) (90.4)
<b>Region Financed External Organizations</b>	<b>214,205</b>	<b>-</b>	<b>18,367</b>	<b>195,838</b>	<b>197,911</b>	<b>(2,073) (1.0)</b>
Greater Toronto Area Pooling	66,035	-	-	66,035	66,035	- 0.0
<b>Property Tax Supported</b>	<b>774,520</b>	<b>168,716</b>	<b>87,804</b>	<b>518,000</b>	<b>503,600</b>	<b>14,400 2.9</b>
<b>UTILITY RATE SUPPORTED</b>						
Water	71,833	-	1,623	70,210	65,215	4,995 7.7
Wastewater	75,128	-	892	74,236	67,528	6,708 9.9
<b>Utility Rate Supported</b>	<b>146,961</b>	<b>-</b>	<b>2,515</b>	<b>144,446</b>	<b>132,743</b>	<b>11,703 8.8</b>
<b>TOTAL REGION</b>	<b>921,481</b>	<b>168,716</b>	<b>90,319</b>	<b>662,446</b>	<b>636,343</b>	<b>26,103 4.1</b>

Note: Schedule may not add due to rounding



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**For E.2 to F.3 (inclusive), please refer to the individual programs, found in the following sections - Roads, Waste Management, Water, Wastewater and Public Works Services.**

**For F.4 to F.5 (inclusive), please refer to the individual programs, found in the 2003 Capital Budget and 2004–2012 Capital Forecast document – Roads, Waste Management, Water, Wastewater and Public Works Services.**

**A. Background**

**A.1 Preparing the Service Strategy/Business Plan**

All the members of the Departmental Management Team (DMT), the executive assistant, the program support analysts and the business unit manager of Public Works participated in meetings to create the document. Team members included:

M. Zamojc, Commissioner of Public Works  
D. Albanese, Director, Engineering and Construction  
P. Williams, Director, Operations and Maintenance  
A. Pollock, Director, Waste Management  
M. Schiller, Director, Water and Wastewater Treatment  
C. Khan, Executive Assistant to the Commissioner of Public Works  
J. Lockhart, Manager, Public Works Business Unit  
S. Lovisotto, Program Support Analyst, Engineering and Construction  
L. Zidar, Program Support Analyst, Operations and Maintenance  
B. Smyth, Program Support Analyst, Waste Management  
E. Pascual, Program Support Analyst, Water and Wastewater Treatment

**A.2 Key Contacts**

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905-791-7800, ext. 4395  
[zamojcm@region.peel.on.ca](mailto:zamojcm@region.peel.on.ca)

**A.3 Additional Information**

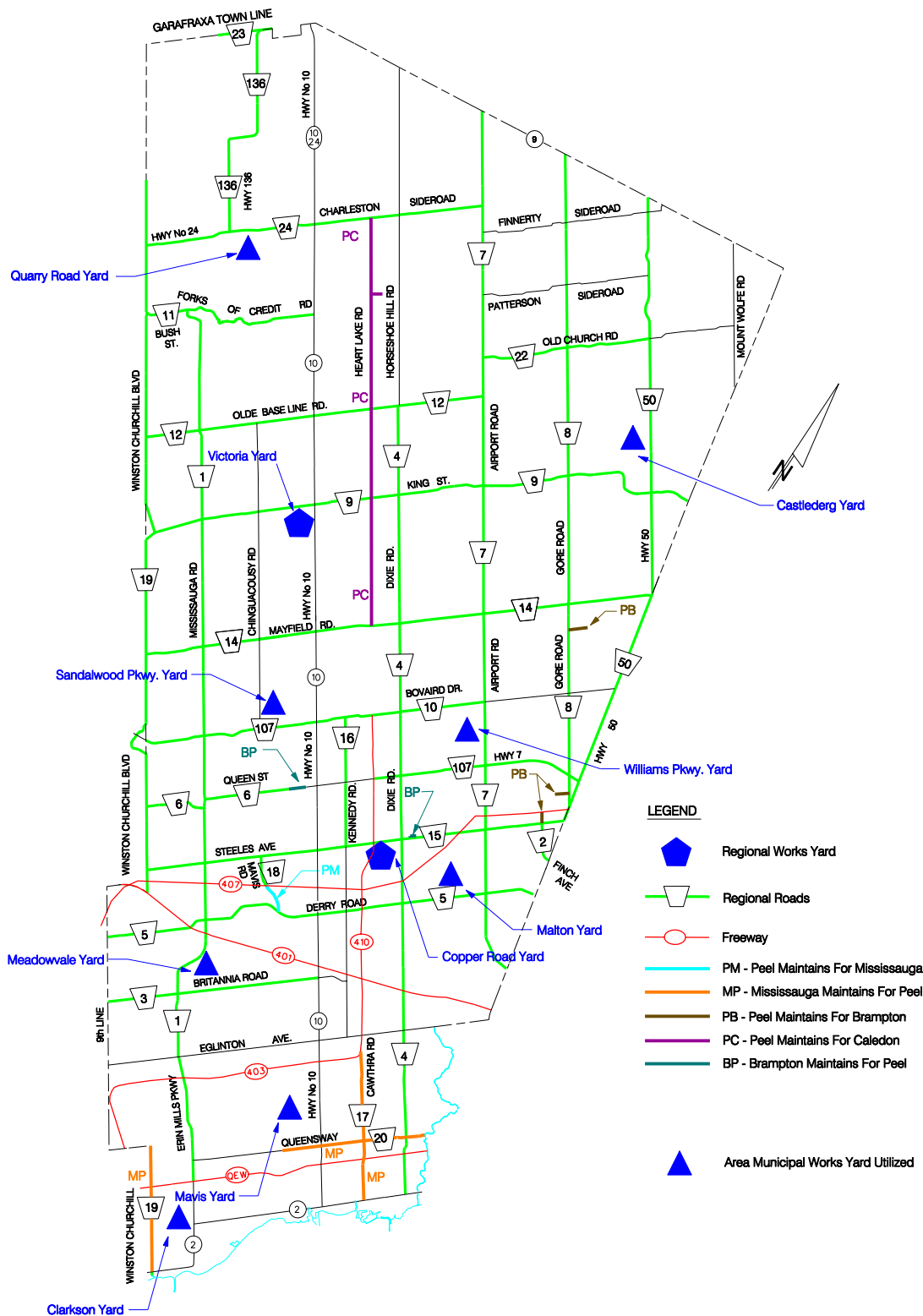
Comments and feedback were received from the managers and supervisors in Public Works at key points in the development of the strategy. The Public Works Department Service Strategy/Business Plan was developed through a series of workshops, the first of which was held in January 2002.

The DMT debated the merits of developing a Service Strategy/Business Plan for each division versus each program versus the entire department. Public Works decided to develop one Service Strategy/Business Plan for the whole department as it was felt that having one high level Service Strategy/Business Plan fostered a stronger DMT and staff commitment, while ensuring an increased understanding of the department, its issues and the services that it provides.

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## B. Description of Current Services

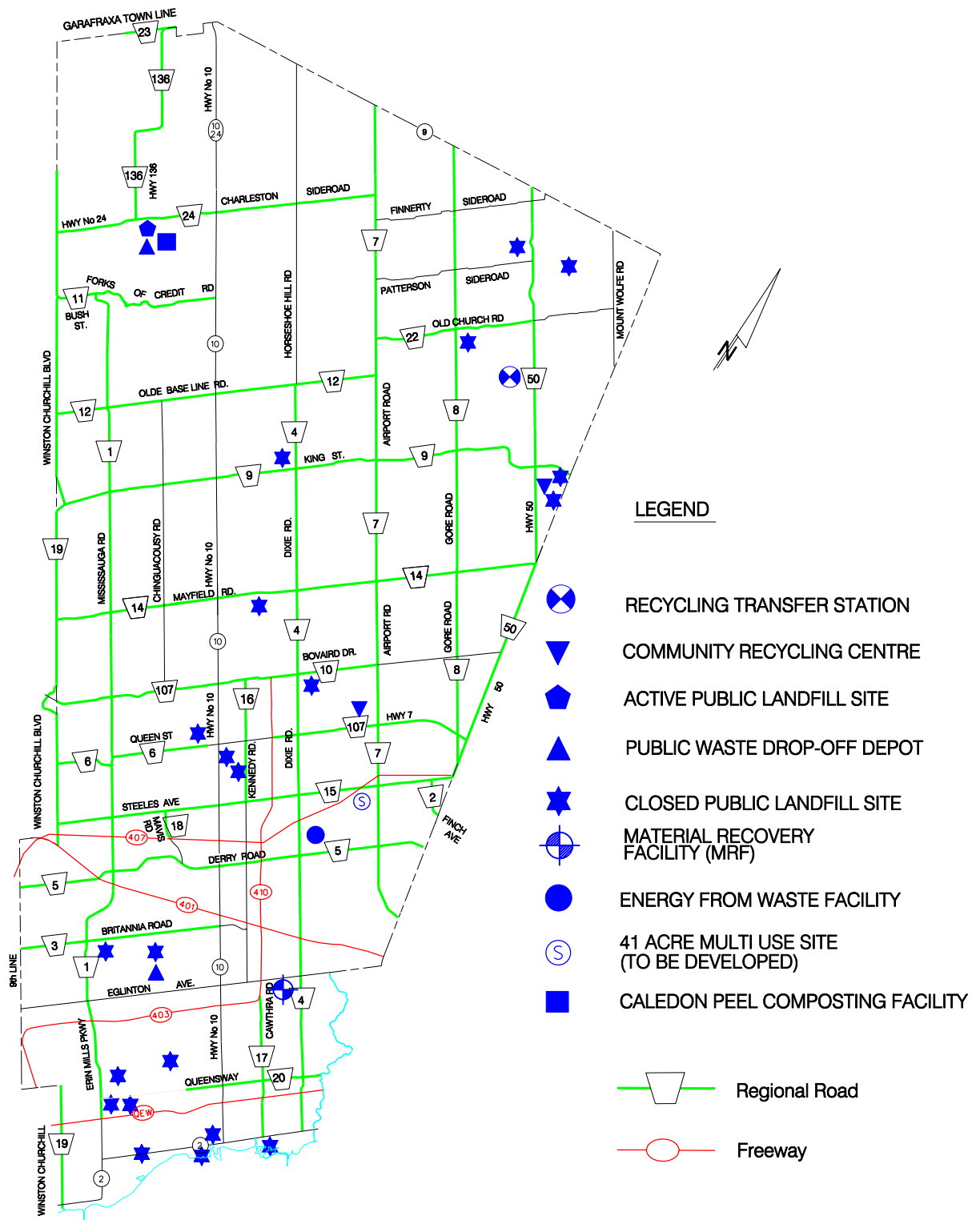
### B.1 Program Location Map





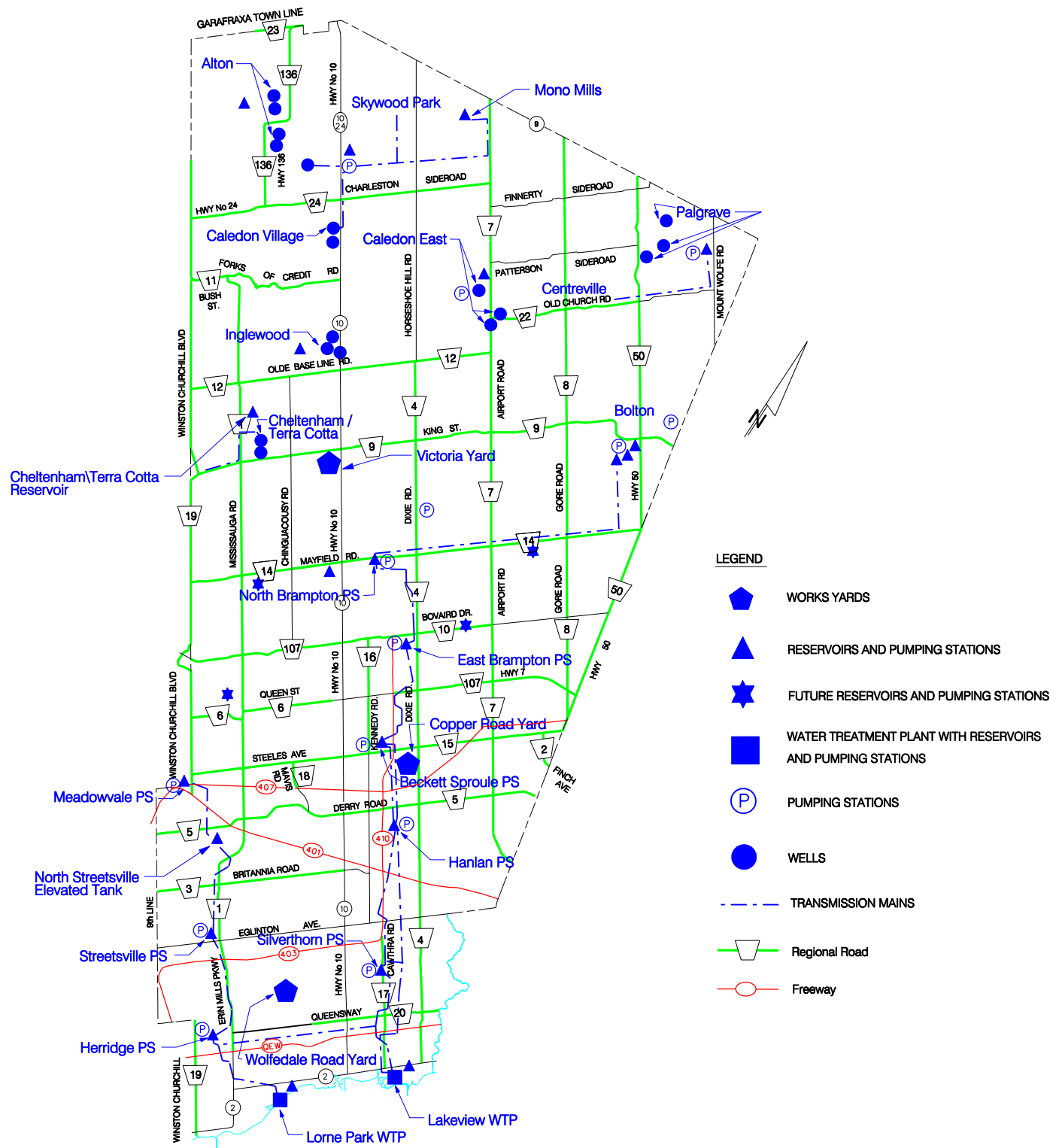
## B. Description of Current Services

### B.1 Program Location Map



## B. Description of Current Services

### B.1 Program Location Map





## **B.2 Profile of Current Services**

Public Works services are organized into four primary program service areas:

### **Roads**

The Roads Program provides the following services: planning and development, design and construction, and signals and systems. Through capital works and operations and maintenance of the Regional road system, the Roads Program manages, operates and maintains:

- 1,497 single-lane kilometres of roads
- 111 structures (97 bridges and 14 box culverts)
- 364 signalized intersections
- 42 flashing beacons
- 2 storm water pumping stations

### **Waste Management**

The Waste Management Program provides the following services: waste, recycling, yard waste, white goods and organics collection and processing, waste disposal, Public Waste and Recycling Drop Off (PWDO) and Community Recycling Centre (CRC) and waste program planning. Through waste collection and processing, waste operations and waste program planning, the Waste Management Program manages, operates and maintains:

- 1 active landfill site
- 21 closed landfill sites
- 2 PWDOs
- 2 CRCs
- 1 Composting Facility (including stabilate production)
- 1 Yard Waste Transfer Facility
- 1 Material Recovery Facility (MRF)

### **Water**

The Water Program provides the following services: water modeling, planning and development, design and construction, treatment, distribution and water management. Through capital works and the operations and maintenance of the water infrastructure system, the Water Program manages, operates and maintains the following:

- 3,415 kilometres of water main
- 22 reservoirs/elevated tanks/standpipes
- 2 water treatment facilities
- 18 wells
- 14 booster stations

### **Wastewater**

The Wastewater Program provides the following services: planning and development, design and construction, collection, treatment and environmental control. Through capital works, operations and maintenance of the wastewater infrastructure system and environmental control, the Wastewater Program manages, operates and maintains:

- 2,721 kilometres of sanitary sewer
- 2 wastewater treatment facilities
- 37 sewage pumping stations

### **Public Works Services**

These are internally focused services that support the above programs, including the Business Unit, Customer Service Call Centre, Engineering Services, Operational Support Services (e.g. Fleet, Inventory, Sign Shop), Managed Competition and other internal corporate support staff, (Communications, Purchasing, Information Technology (IT) and Human Resources (HR)).

See Appendix I for a more detailed profile of client services.

## **B.3 Description of Clients/Customers**

### **Taxpayers/Ratepayers**

Residential and business citizens who live and/or work in Peel are ultimately the clients served by Public Works.

### **Area Municipalities and Other Regions**

Local area municipalities and adjacent neighbouring regions are provided with various services delivered by Public Works.

### **Developers**

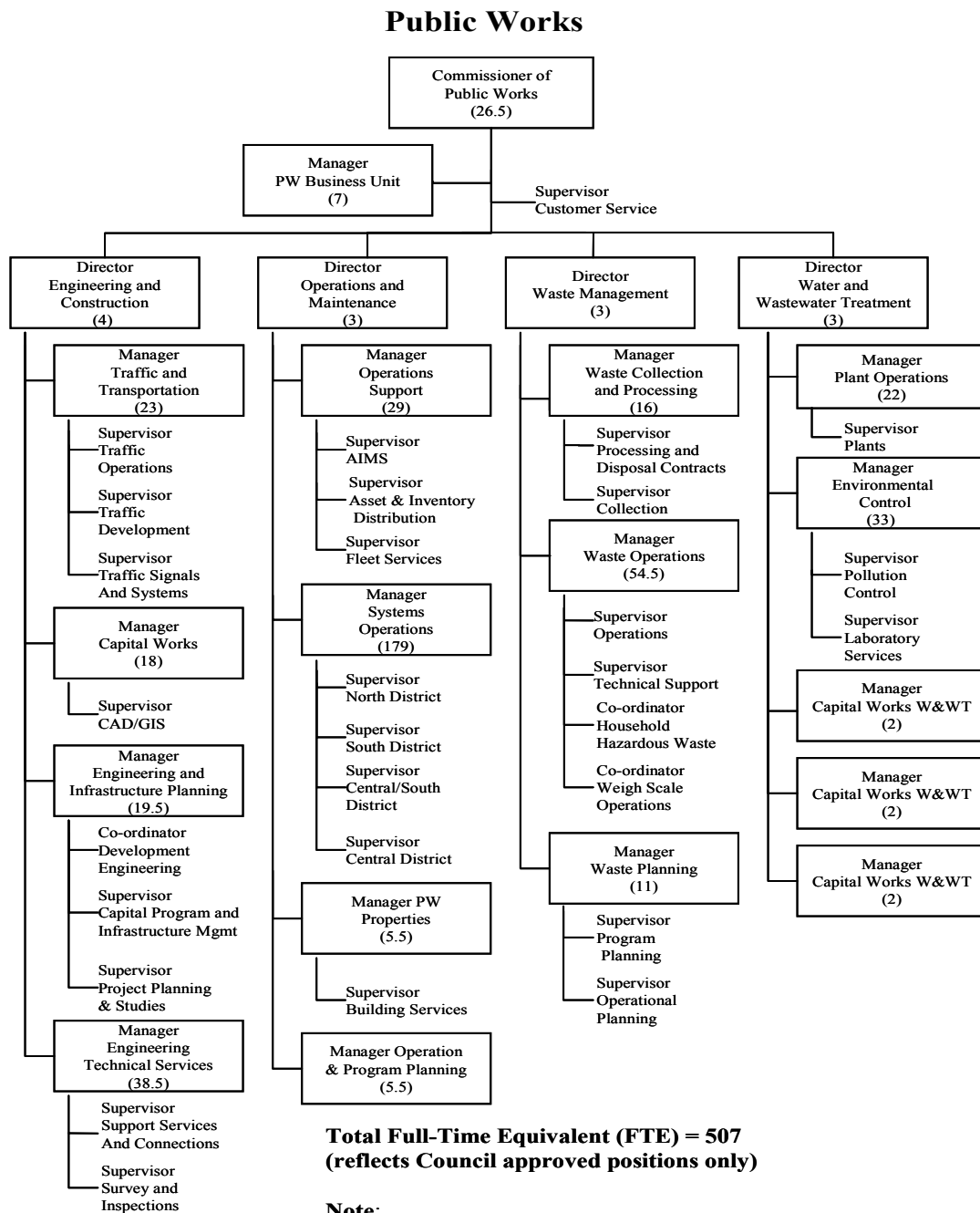
Developers who work and/or have businesses in Peel are supported by Public Works.

### **Commuters**

Individuals who commute to or through Peel

Appendix II provides a detailed listing of client/customers by program.

## B.4 Overall Organization Structure



## **B.5 Significant Recent Activities/Initiatives**

- Hosted the Peel Children's Water Festival, which had more than 50 activity centres and displays, where over 5,000 students (Grades 2 to 5) attended to learn about water in the environment, water quality, distribution, conservation and usage
- Finalized the York/Peel Water Agreement for the supply of drinking water to serve the Region of York from 2004 until 2031, with financial benefits estimated at \$152.4 million over the life of the agreement
- Completed development of a Biosolids Management Strategy to provide Peel with short and long-term plans to manage its biosolids
- Developed and implemented Clear Scents Odour Communication Strategy, which informs residents of issues pertaining to odour from and around our Wastewater Treatment Plants
- Recipient of the 2001 Ontario Good Roads Association Better Practices Competition Award for Innovative Service Delivery by demonstrating how the Region's ongoing collaboration and partnerships with Brampton, Caledon and Mississauga are vital in providing cost effective and efficient road maintenance services
- Partnered with the Ontario Ministry of Transportation for the reconstruction of the Highway 401 and Mississauga Road Interchange, including a contribution of \$12 million from the province
- Working to effectively manage salt usage while minimizing impacts on the environment by participating in the evaluation, selection and development of management instruments proposed by Environment Canada
- Undertaking a Route Optimization Analysis with area municipalities to deliver winter control services
- Closed Britannia Landfill Site at the start of June 2002, and began transporting waste to a Michigan landfill, while researching new methods of handling the Region's waste
- Established the Britannia Gas Utilization Project to produce "green" electrical power at the Britannia Sanitary Landfill Site by capturing methane gas
- Opened a second CRC in Peel as part of a network planned for the Region as detailed in the Region's *Long-Term Waste Resource Management Strategy* (LTWRMS), designed to help achieve a diversion rate of 70 per cent by the year 2016
- Implemented Three Bag Standard Program in June 2001 to divert waste from landfill sites
- Established Managed Competition process to deliver a well-defined package of services to ensure the best value to the public

## **C. Trends and Issues**

### **C.1 Emerging Trends**

- Increasing emphasis and importance on protecting existing infrastructure, and the need for a repair, replace or renew program for aging infrastructure
- Pressure for integrated transportation and master servicing plans or strategies
- Continuing, rapid growth increasing the need for new, timely infrastructure
- Challenges in developing and nurturing a strong and committed work force
- Growing awareness and expectations among those who access government services
- Demand among clients/customers for electronic service delivery
- Increasing pressure and need to safeguard the environment
- Growing trend to forge public/private partnerships to deliver services
- Emerging legislation governing the manner and reporting requirements of Public Works' services and programs

### **C.2 Key Strategic Issues**

- Developing a strong, committed workforce
- Managing infrastructure to accommodate existing and new growth within the Region of Peel
- Committing to effective communication and marketing
- Strategically managing work throughout the department
- Providing innovative, leading edge services

Appendix II provides more details on the unmet needs for each client/customer group and Appendix III provides more detailed information on the key strategic issues.



**D. *Mandate, Objectives and Actions***

**D.1 Mandate and Objectives**

**Mandate:**

To plan and provide safe, secure and reliable road, waste management, water and wastewater services which meet the needs and expectations of the residents and businesses of Peel while respecting the environment.

**Objectives:**

1. To develop and foster a healthy, committed and capable workforce
2. To manage existing and new infrastructure to sustain services and accommodate growth within the Region of Peel
3. To promote environmental protection and stewardship through our programs
4. To effectively communicate and market department programs and services
5. To strategically plan and manage work throughout the department
6. To provide innovative, efficient and effective services

**D.2 Objectives and Actions**

- 1. To develop and foster a healthy, committed and capable workforce**
  - 1.1 Implement the key improvements identified through the excellence assessment
  - 1.2 Identify mechanisms to improve employee morale
  - 1.3 Explore opportunities for recognizing performance
  - 1.4 Provide effective training and development
  - 1.5 Create a high performance management team and workforce
  - 1.6 Improve communications within and across divisions
- 2. To manage existing and new infrastructure to sustain services and accommodate growth within the Region of Peel**
  - 2.1 Develop and implement water and wastewater master plans for rural and urban areas
  - 2.2 Develop and implement water, wastewater, solid waste and transportation operational strategies
  - 2.3 Support comprehensive transportation planning and operations
  - 2.4 Implement the LTWRMS
  - 2.5 Develop and plan asset management for all Regional infrastructure

3. **To promote environmental protection and stewardship through our programs**
  - 3.1 Increase diversion of materials from waste disposal
  - 3.2 Promote water conservation/efficiency
  - 3.3 Protect the surface water and groundwater resources
  - 3.4 Support Air Quality Improvement initiatives
4. **To effectively communicate and market department programs and services**
  - 4.1 Develop a comprehensive customer service strategy
  - 4.2 Enhance communications with Council
  - 4.3 Build linkages with community stakeholders
  - 4.4 Implement strategies to communicate our programs and services
5. **To strategically plan and manage work throughout the department**
  - 5.1 Establish departmental priorities
  - 5.2 Develop a process/strategy for issues management
  - 5.3 Participate in training programs to develop, motivate and manage staff
  - 5.4 Develop consistent approaches for managing and allocating resources
6. **To provide innovative, efficient and effective services**
  - 6.1 Develop internal and external partnerships for service delivery
  - 6.2 Rationalize/share intra-departmental services and expertise
  - 6.3 Explore and implement best practices and leading edge solutions
  - 6.4 Undertake research and development initiatives

### **D.3 Service Principles**

The Regional Values function as the Public Works service principles.

### **D.4 Strategic Plan Connection**

The objectives and actions in the Public Works Service Strategy/Business Plan are consistent with and support the following Goals in the Region of Peel's strategic plan, *Directions for Success: Investing in Peel's Future*.

- Goal 1:** Improve the community's health, social well-being and safety
- Goal 2:** Assess and manage all aspects of growth that affect Peel
- Goal 3:** Preserve, protect and enhance Peel's natural environment and resources
- Goal 4:** Contribute to a vibrant and diverse regional economy
- Goal 5:** Be a leader in the provision and co-ordination of Regional services

**E. *Monitoring and Measuring the Service Strategy/Business Plan***

**E.1 Measurement of Objectives/Actions**

Measurements are identified for each objective/action in Appendix IV.

# APPENDIX

## **Appendix I: Profile of Current Services**

### **Roads**

Public Works efficiently and effectively plans and provides services to ensure safe and well-maintained roads for all customers to meet their growing needs and expectations.

Our commitment includes cost-effective service provision, timely capital works and continuous improvement, to ensure dependable service to customers, while promoting protection of the environment and the safety of our community.

The Roads Program incorporates the management, operation and maintenance of:

- 1,497 single-lane kilometres of roads
- 111 structures (97 bridges and 14 box culverts)
- 364 signalized intersections
- 42 flashing beacons
- 2 storm water pumping stations

The Roads program provides the following services:

- Planning and development
- Design and construction
- Signals and systems
- Road maintenance

through two major delivery functions:

- i) Capital works which consist of the following activities:
  - Infrastructure planning, development and studies
  - Design, engineering and drafting
  - Road, bridge and culvert construction
  - Intersection improvements
  - Traffic signals and systems
  - Roadway safety and mitigation

ii) Operation and maintenance of the Regional road system, which consists of the following activities:

- Winter maintenance (snow and ice control)
- Bridge and culvert, roadside, shoulder, drainage and surface maintenance
- Signage, pavement markings and delineation
- Traffic signals and systems
- Traffic safety and studies

A portion of this program is delivered by various outside contractors and/or through municipal partnerships.

### **Waste Management**

Public Works efficiently and effectively plans and provides Waste Management services to all customers to meet their growing needs and expectations.

Our commitment includes cost-effective service provision, timely capital works, and continuous improvement, to ensure dependable service to customers, while promoting good health, environmental protection and efficiency.

The Waste Program incorporates the management, operation and maintenance of the following:

- 1 active landfill site
- 21 closed landfill sites
- 2 PWDOs
- 2 CRCs
- 1 Composting Facility (including stabilate production)
- 1 Yard Waste Transfer Facility
- 1 MRF

The Waste Management program provides the following services:

- Waste, recycling, yard waste, white goods and organics collection and processing
- Waste disposal
- PWDO and CRC operations
- Waste program planning

These services are delivered through three major functions:

- i) Waste Collection and Processing (contracted services)
  - Waste, recyclables, yard waste, white goods and organics collection
  - Recyclable material processing and marketing
  - Yard waste transfer and composting
  - Waste transfer, haulage and disposal
  - Waste incineration and energy recovery
- ii) Waste Operations
  - Caledon Sanitary Landfill Site
  - Landfill site remediation
  - PWDO and CRC
  - Peel Composting Facility
  - Environment days
- iii) Waste Program Planning
  - Program planning – enhancing existing waste programs and developing new programs
  - Operational planning – planning and conducting new waste management functions

## **Water**

Public Works efficiently and effectively plans and provides services to ensure a safe and adequate water supply for all customers to meet their growing needs and expectations.

Our commitment includes cost-effective service provision, timely capital works and continuous improvement, to ensure dependable service to customers, while promoting good health, environmental protection and water efficiency.

The Water Program incorporates the management, operation and maintenance of:

- 3,415 kilometres of water main
- 22 reservoirs/elevated tanks/standpipes
- 2 water treatment facilities
- 18 wells
- 14 booster stations

The Water Program provides the following services:

- Water modeling, planning and development
- Design and construction
- Treatment
- Distribution
- Water management

through three major delivery functions:

- i) Capital works which consist of the following activities:
  - Water modeling, infrastructure planning, development and studies
  - Design, engineering and drafting
  - Water main construction
  - Water treatment and pumping facility construction and expansion
- ii) Operation and maintenance of the water infrastructure system, which consists of the following activities:
  - Operating and performing routine maintenance on water mains, hydrants and valves
  - Operating and performing routine maintenance on well facilities
  - Managing the South Peel Water Operations contract with the Ontario Clean Water Agency (OCWA)
- iii) Water management, which consists of the following activities:
  - Water sampling and analysis
  - Performing modeling and hydrogeological studies
  - Protecting water resources
  - Managing the well monitoring program
  - Promoting water efficiency

Water Program resources also incorporate the meter operations and billing functions provided by the Finance Department.

### **Wastewater**

Public Works efficiently and effectively plans and provides services to ensure a secure sanitary wastewater system for all customers to meet their growing needs and expectations.



Our commitment includes cost-effective service provision, timely capital works and continuous improvement, to ensure dependable service to customers, while promoting good health, environmental protection and safety.

The Wastewater Program incorporates the management, operation and maintenance of:

- 2,721 kilometres of sanitary sewer
- 2 wastewater treatment facilities
- 37 sewage pumping stations

The Wastewater Program provides the following services:

- Planning and development
- Design and construction
- Collection
- Treatment
- Environmental control

through three major delivery functions:

- i) Capital works which consist of the following activities:
  - Infrastructure planning, development and studies
  - Design, engineering and drafting
  - Sanitary sewer construction
  - Wastewater treatment and pumping facility construction and expansion
- ii) Operation and maintenance of the wastewater infrastructure system, which consists of the following activities:
  - Operating, inspecting and performing routine maintenance on sanitary sewers
  - Operating and performing routine maintenance on wastewater pumping facilities
  - Managing the South Peel Wastewater Operations contract with OCWA
- iii) Environmental control, which consists of the following activities:
  - Wastewater sampling and analysis of industrial sanitary sewer discharges and wastewater treatment plant influent and effluent
  - *Sewer Use By-law* enforcement
  - Spill response and co-ordination

## **Public Works Services**

Public Works Services efficiently and effectively plans and provides services to ensure the Roads, Waste Management, Water and Wastewater programs respond to all customers to meet their growing needs and expectations.

Our commitment includes cost-effective service provision, timely capital works and continuous improvement to ensure dependable service to all Public Works customers.

Public Works Services includes the following sections:

- Office of the Commissioner
- Business Unit
- Customer Service Call Centre
- Managed Competition
- Engineering Services (Drafting, Survey and Inspections, Public Utilities Applications)
- Operational Support Services (Fleet, Building, Inventory, Infrastructure Management Systems, Sign Shop)
- Associates (Communications, Purchasing, HR and IT)

The resource costs of Public Works Services are fully recovered from the core businesses that include Roads, Waste Management, Water and Wastewater via internal charges to both current operations and capital projects.

**Appendix II: Description of Clients/Customers**

**Roads**

<b>Services Provided</b>	<b>Clients/Customers</b>	<b>Description of the Service</b>	<b>Unmet Needs</b>
Planning and Development	Public, Residents, Businesses, Developers, Consultants, Municipal and Regional Governments, Police, Legal Authorities, Planning, Finance, Operations and Maintenance, Councillors	<p>Review and develop Regional infrastructure plans and master plans</p> <p>Plan and develop 10-year budget and forecast</p> <p>Review and analyze development-related applications and engineering submissions for acceptance</p> <p>Develop asset data collection and management system</p> <p>Receive and process Local Improvement Applications</p> <p>Co-ordinate Class Environmental Assessments and Engineering Studies</p> <p>Plan and review the Road System Network</p>	<ul style="list-style-type: none"> <li>• Accommodating growth and accelerated development</li> <li>• Traffic congestion/gridlock</li> <li>• Legislation and changing regulations</li> <li>• Integration of roads with transit</li> <li>• Integration of roads with local area municipalities</li> </ul>

Services Provided	Clients/ Customers	Description of the Service	Unmet Needs
Design and Construction	Public, Residents, Businesses, Regional Government, Councillors	Detailed design, project management and contract administration for Capital works and development-related projects	<ul style="list-style-type: none"> <li>• Alternative service delivery – increasing accessibility (electronic)</li> <li>• Accommodating growth and accelerated development</li> <li>• Understanding new emerging technologies and products</li> </ul>
Signals and Systems	Public, Residents, Businesses, Consultants, Municipal and Regional Governments, Councillors	Design and installation of traffic signals and systems under the jurisdiction of the Region of Peel	<ul style="list-style-type: none"> <li>• Accommodating growth and accelerated development</li> <li>• Changing legislation</li> <li>• Aging population (pedestrians)</li> <li>• Emerging new technologies</li> </ul>
Road Maintenance	Residents, Businesses, Public, Municipal and Regional Governments, Police, Legal Authorities, Consultants, Councillors	Operate and maintain the Regional road system	<ul style="list-style-type: none"> <li>• Legislative changes (e.g. toxic salt designation)</li> <li>• Finding new materials, technologies and products</li> <li>• Risk management (lawsuits)</li> <li>• Innovative service planning and delivery</li> </ul>

### Waste Management

Services Provided	Clients/ Customers	Description of the Service	Unmet Needs
Collection and Processing	Residents, Business Improvement Areas, Municipal Governments	Materials (e.g. waste, recyclables, organics) are collected from clients for processing (e.g. recycling, composting, incineration) and/or final disposal	<ul style="list-style-type: none"> <li>• Public awareness and education</li> <li>• Accommodating growth and accelerated development</li> <li>• Managing increasing customer expectations</li> <li>• Providing high quality, consistent customer service</li> <li>• Diversion of organic material from waste stream</li> </ul>
Waste Disposal: <ul style="list-style-type: none"> <li>• Michigan Landfill Contract</li> <li>• Caledon Landfill</li> <li>• KMS Peel Incinerator</li> </ul>	Residents, Private Sector, Municipal Government	Materials collected for disposal are sent to either Caledon Landfill Site, KMS Peel incinerator and/or shipped to Michigan for landfilling	<ul style="list-style-type: none"> <li>• “Made in Peel” solution</li> <li>• New and emerging technologies</li> <li>• Legislative changes</li> </ul>
Public Waste and Recycling Drop Off and Community Recycling Centres	Residents, Small Businesses	Clients are able to bring items to the Public Waste and Recycling Drop Off and Community Recycling Centres. These include large bulky items, household hazardous wastes, recycling, organics, etc. for processing/disposal	<ul style="list-style-type: none"> <li>• Develop a network of Community Recycling Centres that provide easy access for clients</li> </ul>

Services Provided	Clients/ Customers	Description of the Service	Unmet Needs
Waste Program Planning and Development	Waste Collection and Processing, Waste Operations, Residents, Councillors	Develop new and improve existing programs for clients	<ul style="list-style-type: none"> <li>• Minimize litter in Peel</li> <li>• Emerging new technologies</li> <li>• Optimization of waste collection</li> </ul>

### Water

Services Provided	Clients/ Customers	Description of the Service	Unmet Needs
Planning and Development	Residents, Conservation Authorities, Relevant Ministries and Government Agencies, Local Municipalities, Public, Businesses, Developers, Consultants, Municipal and Regional Governments, Planning, Finance, Councillors	<p>Review and develop Regional Infrastructure Plans</p> <p>Plan and develop 10-year budget and forecast</p> <p>Review and analyze development-related applications and engineering submissions for acceptance</p> <p>Develop asset data collection and management system</p> <p>Receive and process Local Improvement Applications</p> <p>Co-ordinate Class Environmental Assessments and Engineering Studies, and water modeling</p>	<ul style="list-style-type: none"> <li>• Accommodating growth and accelerated development</li> <li>• Legislation and changing regulations</li> </ul>

Services Provided	Clients/ Customers	Description of the Service	Unmet Needs
Design and Construction	Residents, Regional Council, Finance (Purchasing), Relevant Government Agencies and Conservation Authorities	Detailed design, project management and contract administration for Capital works and development-related projects, and prepare contract documents	<ul style="list-style-type: none"> <li>• Alternative service delivery – increasing accessibility (electronic)</li> <li>• Accommodating growth and accelerated development</li> <li>• Understanding new emerging technologies and products</li> </ul>
Treatment	Residents, Businesses, Industries, Regional Council, Area Municipalities	<p>Manage the South Peel Water Operations contract with the Ontario Clean Water Agency</p> <p>Operate and maintain groundwater supply facilities</p>	<ul style="list-style-type: none"> <li>• Changing treatment regulations</li> <li>• Taste and odour control</li> <li>• Changing technology</li> <li>• Security</li> </ul>
Distribution	Residents, Businesses, Industries, Regional Council, Area Municipalities	Operate and maintain water infrastructure system	<ul style="list-style-type: none"> <li>• Minimize water loss in the system</li> <li>• Maximize water service delivery</li> <li>• Educating users on pressure differences in areas</li> <li>• Sprinkler systems for residential development in single-family homes</li> <li>• Legislative requirements</li> </ul>

Services Provided	Clients/ Customers	Description of the Service	Unmet Needs
Water Management	Residents, Businesses, Developers, Conservation Authorities, Water and Wastewater Treatment, Planning, Municipal and Regional Governments, Ministry of the Environment	<p>Perform hydrogeology studies</p> <ul style="list-style-type: none"> <li>• Water sampling and analysis</li> <li>• Educate and promote water efficiency</li> </ul> <p>Manage Subsurface (Aquifer) Program</p> <p>Manage Well Monitoring Program</p> <p>Well-head Protection Program</p> <p>Establish guidelines for development</p> <p>Conduct groundwater and surface water assessment</p>	<ul style="list-style-type: none"> <li>• Water conservation</li> <li>• Communication and marketing</li> <li>• Changing regulations</li> </ul>



### Wastewater

Services Provided	Clients/ Customers	Description of the Service	Unmet Needs
Planning and Development	Residents, Conservation Authorities, Relevant Ministries and Government Agencies, Area Municipalities, Public, Businesses, Developers, Consultants, Municipal and Regional Governments, Planning, Finance, Councillors	<p>Review and develop Regional infrastructure plans</p> <p>Plan and develop 10-year budget and forecast</p> <p>Review and analyze development-related applications and engineering submissions for acceptance</p> <p>Develop asset data collection and management system</p> <p>Receive and process Local Improvement Applications</p> <p>Undertake Class Environmental Assessments and Engineering Studies</p>	<ul style="list-style-type: none"> <li>• Accommodating growth and accelerated development</li> <li>• Legislation and changing regulations (e.g. Oak Ridges Moraine)</li> </ul>
Design and Construction	Residents, Regional Council, Finance (Purchasing), Public, Businesses, Regional Government, Councillors	Detailed design, project management and contract administration for Capital works and development-related projects, and prepare contract documents	<ul style="list-style-type: none"> <li>• Alternative service delivery – increasing accessibility (electronic)</li> <li>• Accommodating growth and accelerated development</li> <li>• Understanding new emerging technologies and products</li> </ul>

Services Provided	Clients/ Customers	Description of the Service	Unmet Needs
Collection	Residents, Businesses, Area Municipalities, Operations and Maintenance	Operate and maintain wastewater infrastructure systems	<ul style="list-style-type: none"> <li>• Minimize inflow and infiltration</li> <li>• Increased customer service (24 hours a day/seven days a week)</li> </ul>
Treatment	Residents, Businesses, Industries, Area Municipalities, Regional Council, Commissioner of Public Works	Wastewater treatment operations and maintenance manage the South Peel Wastewater Operations contract with the Ontario Clean Water Agency	<ul style="list-style-type: none"> <li>• Changing treatment regulation</li> <li>• Odour control</li> <li>• Changing technology</li> <li>• Security</li> </ul>
Environmental Control	Internal, Area Municipalities, Ministry of the Environment, Residents, Businesses	<p>Wastewater sampling and analysis of industrial sanitary sewer discharges and wastewater treatment plant influent and effluent</p> <p><i>Sewer Use By-law</i> enforcement, spill response and co-ordination</p>	<ul style="list-style-type: none"> <li>• Potential by-law changes</li> <li>• Changing technology</li> </ul>

### Public Works Services

Services Provided	Clients/ Customers	Description of the Service	Unmet Needs
Public Works Business Unit	Internal and External	Provide financial service for Public Works, the Corporation and external agencies	<ul style="list-style-type: none"> <li>• Capital program monitoring and involvement</li> <li>• Financial business case analysis</li> <li>• Integration of financial systems</li> </ul>

Services Provided	Clients/ Customers	Description of the Service	Unmet Needs
Customer Service	Internal Clients (Water, Roads, Wastewater, Waste Management), External Clients (Ontario Works, Property Services, TransHelp, Ambulance and Emergency Programs, Finance, Town of Caledon)	Contact Centre solutions for the department of Public Works (voice, letter/fax, e-mail, and Web).	<ul style="list-style-type: none"> <li>• Increased awareness of services provided</li> <li>• Understanding customer operations</li> <li>• Consistent treatment of customers</li> <li>• Achieve an abandon rate of 5%</li> </ul>
Operational Support Services	Internal/ Corporate	<p>Fleet Services: Procurement, preventative maintenance and vehicle and equipment repairs</p> <p>Building Services: Building maintenance and office and storage space rental</p> <p>Inventory Services: Provide materials and supplies to divisions</p> <p>Sign Production Management: Provide signage to internal and external clients</p> <p>Infrastructure Management: Develop and support Hansen Asset Information Management System</p>	<ul style="list-style-type: none"> <li>• Improved air quality</li> <li>• Finding alternative fuels</li> <li>• Consistent fleet standards</li> <li>• More space required</li> <li>• Consistent standards and practices</li> <li>• Centralized facilities management</li> <li>• Integration with other department and corporate systems</li> <li>• Evaluation of potential applications</li> </ul>

Services Provided	Clients/ Customers	Description of the Service	Unmet Needs
Engineering Services	Capital Works, Public, Residents, Businesses, Traffic Development, Development Engineering, Developers, Operations and Maintenance, Waste Management, Water and Wastewater Treatment, Realty Services, Councillors	<p>Prepare drawings, plans and maps utilizing Computer Aided Design and Geographic Information System technologies</p> <p>Inspect capital and development-related projects, new service connections</p> <p>Surveys for capital projects, development-related projects, traffic signals</p> <p>Maintain and update the Regional infrastructure records, engineering standards and material specifications</p> <p>Materials testing for capital projects for compliance to Regional standards and specifications</p> <p>Review and co-ordinate Public Utility applications and Municipal Access agreements and permits</p>	<ul style="list-style-type: none"> <li>• Services for waste management projects</li> <li>• Accelerated growth and development pressures</li> <li>• Accessibility to information and records</li> <li>• Understanding changing technologies</li> </ul>

### **Appendix III: Key Strategic Issues**

- 1. Managing infrastructure to accommodate existing and new growth within the Region of Peel**
  - Integrated transportation planning
  - Asset management
  - Utilizing effective capital reserve policies to meet our infrastructure needs
  - Cost efficient manner while providing best value
- 2. Developing a strong, committed workforce**
  - Visionary leadership
  - Managing effectively
  - Providing a positive workplace environment
- 3. Committing to effective communication and marketing**
  - Internally within the department and the Region
  - Externally with the area municipalities and other governments
  - With various partners
  - Develop the education component for Public Works programs and services
- 4. Providing innovative, leading edge services**
  - Developing a biosolids management strategy
  - Realizing a 70 per cent diversion of waste as contained in the LTWRMS
  - Exploring new and innovative technologies
  - Management culture embracing continuous improvement
- 5. Strategically managing work throughout the department**
  - Identifying areas of concern before they become issues with Council and the community
  - Managing issues more effectively so that the facts are understood and presented earlier in the process
  - Including all of DMT in the issues management process (i.e. the department, not the division or the individual, owns the issue)

**Appendix IV: Measurement of Objectives/Actions**

Objective	Actions	Success Indicator
To develop and foster a healthy, committed and capable workforce	<ul style="list-style-type: none"> <li>• Implement the key improvements identified through the excellence assessment</li> <li>• Identify mechanisms to improve employee morale</li> <li>• Explore opportunities for recognizing performance</li> <li>• Provide effective training and development</li> <li>• Create a high performance management team and workforce</li> <li>• Improve communications within and across divisions</li> </ul>	<ul style="list-style-type: none"> <li>• Good internal candidates for advancement</li> <li>• External recognition</li> <li>• Improved morale across the department</li> <li>• Volunteers for specific tasks</li> <li>• Appropriate skills set and training</li> <li>• Competitive compensation rates</li> <li>• Clear, documented job descriptions for all positions</li> <li>• Knowledgeable and stable core team</li> </ul>
To manage existing and new infrastructure to sustain services and accommodate growth within the Region of Peel	<ul style="list-style-type: none"> <li>• Develop and implement water and wastewater master plans for rural and urban areas</li> <li>• Develop and implement water, wastewater, solid waste and transportation operational strategies</li> <li>• Support comprehensive transportation planning and operations</li> <li>• Implement the <i>Long-Term Waste Resource Management Strategy</i></li> <li>• Develop and plan asset management for all Regional infrastructures</li> </ul>	<ul style="list-style-type: none"> <li>• Services in place in accordance with growth management strategy</li> <li>• Infrastructure replaced/rehabilitated in accordance with asset life cycle</li> <li>• Infrastructure operating at optimum capacities</li> </ul>

Objective	Actions	Success Indicator
To promote environmental protection and stewardship through our programs	<ul style="list-style-type: none"> <li>• Increase diversion of materials from waste disposal</li> <li>• Promote water conservation initiatives</li> <li>• Protect surface water and groundwater resources</li> <li>• Support Air Quality Improvement initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Region of Peel recognized as a leader in environmental stewardship</li> <li>• Partnerships with public and private sectors to achieve environmental stewardship</li> <li>• Environmentally progressive Regional projects</li> <li>• Public awareness of programs</li> </ul>
To provide innovative, efficient and effective services	<ul style="list-style-type: none"> <li>• Develop internal and external partnerships for service delivery</li> <li>• Rationalize/share intra-departmental services and expertise</li> <li>• Explore and implement best practices and leading edge solutions</li> <li>• Undertake research and development initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Winning awards for implementing innovative service delivery</li> <li>• Application of new and emerging technologies</li> <li>• Best value for services delivered</li> <li>• Partnerships with other innovative organizations</li> <li>• User satisfaction</li> </ul>
To effectively communicate and market department programs and services	<ul style="list-style-type: none"> <li>• Develop a comprehensive customer service strategy</li> <li>• Enhance communications with Council</li> <li>• Build linkages with community stakeholders</li> <li>• Implement strategies to communicate our programs and services</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of the activities/responsibilities of Public Works</li> <li>• Good public image and profile</li> <li>• Active involvement within the industry</li> <li>• Customer satisfaction</li> <li>• Council awareness of programs and services</li> </ul>

Objective	Actions	Success Indicator
To strategically plan and manage work throughout the department	<ul style="list-style-type: none"> <li>• Establish departmental priorities</li> <li>• Develop a process/strategy for issues management</li> <li>• Participate in training programs to develop, motivate and manage staff</li> <li>• Develop consistent approaches for managing and allocating resources</li> </ul>	<ul style="list-style-type: none"> <li>• Timely and effective communication with the Executive Management Team and Council</li> <li>• Effective management team – directors, managers and supervisors</li> <li>• Strategically deal with critical issues</li> <li>• Clear understanding of roles and responsibilities</li> </ul>



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# ROADS

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## **E. *Monitoring and Measuring the Service Strategy/Business Plan***

### **E.2 Performance Targets**

#### **1. 2002**

<b>2002 Targets</b>	<b>Current Year Progress</b>
Manage costs in order to stabilize unit costs	<ul style="list-style-type: none"> <li>• Unit costs are on target with budget</li> </ul>
Maintain and enhance current levels of customer service	<ul style="list-style-type: none"> <li>• Current service levels were maintained and/or exceeded.</li> <li>• Regional roads were cleared to bare pavement within the four-hour target</li> <li>• Improved access to Region of Peel programs and services was provided through E-government and Electronic Information Management</li> </ul>
Maintain the capital budget within the assigned capital-spending envelope, and ensure that infrastructure replacement needs are satisfied and sustainable	<ul style="list-style-type: none"> <li>• In 2002, Roads reduced the outstanding commitments, however, actual 2002 expenditures may be affected by: property acquisition delays and cancellations; the number of projects under detail design that have yet to start construction; the timing of multi-year construction projects that have been awarded, but not completed; the complexity of Class Environmental Assessments and public consultation process</li> <li>• The pavement and bridge management systems were used to help formulate the 2003 Capital Budget. These systems will be used in the development of the Roads and Bridges Asset Management Strategy to help define targets and maintain the infrastructure.</li> </ul>
Develop new, and improve existing areas of partnering with area and neighbouring municipalities and the province such as: <ul style="list-style-type: none"> <li>• Route optimization</li> <li>• Sign manufacturing and maintenance</li> <li>• Storm sewer maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Staff continues to investigate options for winter maintenance route optimization within the Region in conjunction with the local municipalities</li> <li>• Staff continues to partner and investigate new initiatives with local municipalities on road maintenance activities</li> <li>• Local municipalities utilized material stored at Regional operational facilities during the winter maintenance months</li> </ul>

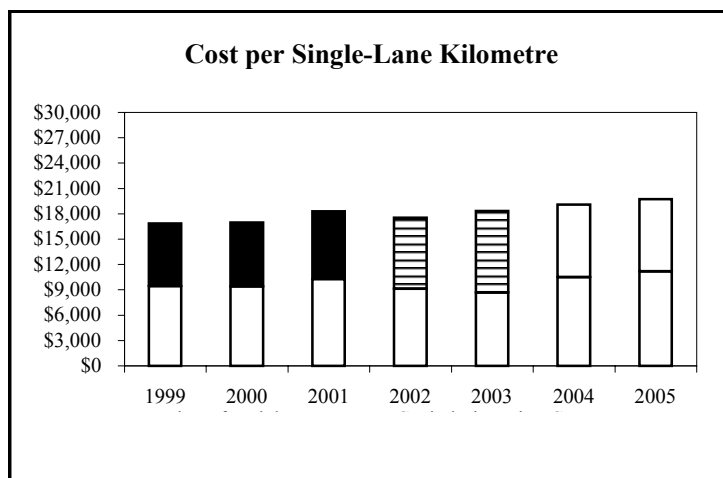
#### **2. 2003**

For 2003 Performance Targets, please refer to Appendix IV: Measurement of Objectives/Actions in the Public Works 2003 Service Strategy/Business Plan.

## E.3 Corporate Performance Measurement and Benchmarking

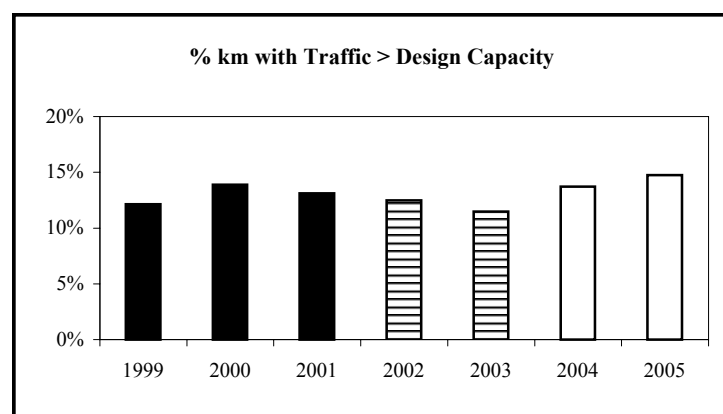
### 1. Program Efficiency

The total cost for the Roads Program is comprised of two major components: Operating Expense - a 2003 increase of \$553 per single-lane kilometre and Capital Financing - a 2003 increase of \$262 per single-lane kilometre.



### 2. Community Impact

The Roads Capital Program continues to address the backlog of lane kilometres (km) with traffic greater than design capacity.



### 3. Data

#### Program Efficiency:

	Actuals			Budget		Target	
	1999	2000	2001	2002	2003	2004	2005
Cost per single-lane km	\$ 16,842	\$ 16,971	\$ 18,287	\$ 17,527	\$ 18,342	\$ 19,094	\$ 19,748
Cost per vehicle km	\$ 0.0080	\$ 0.0085	\$ 0.0091	\$ 0.0087	\$ 0.0091	\$ 0.0093	\$ 0.0095

#### Community Impact:

% km with traffic > design capacity	12.13%	13.90%	13.13%	12.48%	11.49%	13.71%	14.74%
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#### Source Information:

Total cost (\$ 000's)	\$ 23,596	\$ 23,930	\$ 25,912	\$ 25,554	\$ 27,459	\$ 28,832	\$ 30,273
Number of single-lane km	1,401	1,410	1,417	1,458	1,497	1,510	1,533
Lane km with traffic > design capacity	170	196	186	182	172	207	226
# of vehicle km/day	8,039,046	7,723,987	7,844,270	8,079,598	8,299,241	8,525,473	8,758,492
# of vehicle km/year (000's)	2,934,252	2,819,255	2,863,158	2,949,053	3,029,223	3,111,798	3,196,850

#### **4. Customer Service**

The Roads Program is committed to being an industry leader in Public Works, and strives to provide a level of customer service which meets the needs and expectations of the residents and businesses of Peel. The Region of Peel is responsible for the operation and maintenance of 1,497 lane kilometres of arterial roads. The primary goal is to provide a safe, efficient and well-maintained road system in the Region of Peel. This is achieved through adherence to the following principles:

- Provide for the safe and efficient movement of people and goods
- Cost effective service delivery
- Manage and protect our road infrastructure assets
- Continuously improve service reliability through the efficient use of capital and maintenance activities
- Effective communication strategy that includes public participation and feedback
- Assessment and management of all aspects of growth within the Region of Peel to ensure that the social and physical Regional infrastructure is available for planned land uses
- Continuous review of new technologies to provide innovative services in traffic technology and roadway safety, construction and maintenance

#### **5. External Benchmarking**

The Region of Peel participates in the following two annual benchmarking initiatives:

- 1) The Ontario Municipal CAO's Benchmarking Initiative (OMBI), formerly the Municipal CAO's Benchmarking Initiative, since its inception in 1998, and its predecessors through the Regional Engineers Association since 1996. From these early efforts a series of principles, suggestions for data standards, and guidelines for interpretation of the results were derived and have been incorporated in the Municipal CAO's Benchmarking Initiative Project Charter (July 10, 2000) which sets the current framework.

The Roads Expert Panel is one of five OMBI expert panels; the others are Water and Wastewater Services, Solid Waste, Long-Term Care and Emergency Medical Services (EMS). The Roads Expert Panel is made up of roadway professionals from 14 municipalities across Ontario. In 2000 and 2001, the Region of Peel chaired the expert panel. The Roads Expert Panel's mission is to improve the quality and cost of the services it

provides to the public by sharing performance data and information on best practices between participating municipalities.

To date, benchmarking data has been issued for 1997, 1998, 1999 and 2000. Staff is compiling data for the 2001 report (which should be released in May 2003).

In 2003, OMBI will be providing a training package to ensure each member municipality is conversant with current developments, such as Activity Based Budgets and Asset Management. OMBI will also establish common language and protocols which should result in more accurate and reliable data collection.

- 2) In 2001, the province initiated the Municipal Performance Measurement Program (MPMP) as part of the annual Financial Information Report. Results from the MPMP exercise are based on the full cost of all regionally related services, while the OMBI exercise is solely based on direct and indirect costs to the yard level; therefore, a comparison between the two initiatives is not relevant. Regional staff participates on a MPMP committee to consider new performance measures and improvements to existing measures.

Public Works is committed to benchmarking and recognizes it as a useful management tool that integrates financial and performance data to assist decision-making.

## F. 2003 Financial Requirements Presentation

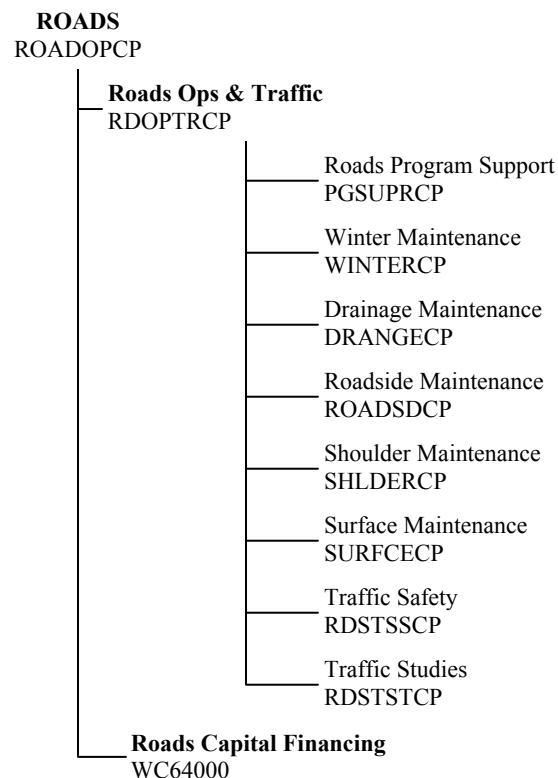
### F.1 Current Budget Introductory Comments/Analysis

The total program cost of the Roads budget for 2003 is \$27.5 million, an increase of \$1.9 million or a 7.4 per cent increase over 2002, impacted by the maintenance of existing infrastructure, growth and customer service.

The impacts to the 2003 Roads budget are as follows:

- An additional 39 lane kilometres to the Regional road network
- Expanded urbanization which affects all road activities
- Reallocation of Operations and Maintenance administrative charges to the Roads Program to facilitate benchmarking
- Capital financing has been increased to ensure that the level of funding is sufficient to cover capital needs in 2003 and beyond

### F.2 Financial Structure Chart – Current Budget





### F.3 2003 Current Budget

#### 1. Activity Analysis

	Budgeted Total Cost	
	2003	Change from 2002
Program Support	2,795,251	596,248
Winter Maintenance	4,860,352	134,000
Drainage Maintenance	698,088	64,732
Roadside Maintenance	1,182,111	193,295
Shoulder Maintenance	487,891	18,218
Surface Maintenance	892,174	46,580
Traffic Safety	2,977,097	112,737
Traffic Studies	585,702	18,180
Roads Operations and Traffic	14,478,666	1,183,990
Capital Financing	12,980,000	720,426
Total Program Cost	<u>\$ 27,458,666</u>	<u>\$ 1,904,416</u>

3.	Budgeted Total Cost/Unit	
	2003	Change from 2002
	1,867.24	359.01
	3,246.73	5.06
	466.32	31.92
	789.65	111.45
	325.91	3.77
	595.97	16.00
	1,988.71	24.13
	391.25	2.00
	9,671.78	553.34
	8,670.67	262.18
	<u>\$ 18,342.45</u>	<u>\$ 815.52</u>

#### 2. Account Analysis

	Budgeted Total & Net Cost		Budgeted Units of Service Single Lane Kilometres	
	2003	Change from 2002	2003	Change from 2002
Goods & Services	10,683,061	947,011		
Salaries & Wages	3,595,605	236,979		
Reserve Contributions	13,180,000	720,426		
Total Program Cost	27,458,666	1,904,416		
Fees, Charges & Other	383,364	55,464		
Net Program Cost	<u>\$ 27,075,302</u>	<u>\$ 1,848,952</u>		
			<u>1,497</u>	<u>39</u>

#### 4. Budget Variance Explanation

	Net Program Costs Change from 2002
The Program Support budget has increased due to the introduction of new administrative internal charges that will allocate the appropriate costs of both the director and the manager of Operations and Maintenance to the Roads Program.	596,248
The Winter Maintenance budget is higher than last year due to an increase in the number of lane kilometres in the Regional road network.	134,000
The change in the Drainage Maintenance budget is due to an increase in ditch maintenance and an upgraded preventative maintenance program for culverts, catch basins and curb/gutter work.	64,732
The Roadside Maintenance budget has increased due to increased urbanization which results in additional grass cutting, litter pickup and roadside safety barriers.	193,295
The Shoulder Maintenance budget variance is due to the increase in the amount and cost of sand and gravel used in shoulder maintenance.	18,218
The increase in Surface Maintenance is mainly due to higher labour, material and equipment costs.	46,580
The Traffic Safety budget change is due to higher labour and material costs for signal maintenance, installation of emergency signals and pavement marking. Maintenance costs for all traffic activities have been impacted by Regional growth which has increased the number of lane kilometres in the Regional road network.	112,737
The budget for Traffic Studies has risen due to an increase in the demand for studies resulting from road network growth.	18,180
Capital Financing has been increased to ensure that the level of funding is sufficient to cover capital needs in 2003 and beyond.	720,426
The increase in Fees and Charges is due to boundary recoveries, which are based on a five-year rolling average.	(55,464)
<b>Net Program Cost Variance</b>	<b>\$ 1,848,952</b>

# **WASTE MANAGEMENT**

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## **E. *Monitoring and Measuring the Service Strategy/Business Plan***

### **E.2 Performance Targets**

#### **1. 2002**

<b>2002 Targets</b>	<b>Current Year Progress</b>
Select and install fly ash disposal technology for the treatment of fly ash to qualify as a non-hazardous substance which can be disposed of at landfills or marketed	<ul style="list-style-type: none"> <li>• The Wes-PHix technology has been chosen and the facility is expected to be in place by the fall of 2003.</li> </ul>
Develop a marketing plan and possible joint venture options for the use of processed bottom ash	<ul style="list-style-type: none"> <li>• The Region and KMS Peel Inc. continue to investigate potential markets for the use of processed bottom ash.</li> </ul>
Continue to research all waste diversion and disposal options for Peel in anticipation of the closure of Britannia Sanitary Landfill Site in mid 2002	<ul style="list-style-type: none"> <li>• Phase III of the Three Bag Standard was implemented in September 2002</li> <li>• Additional blue and grey boxes are provided to residents free for one year from September 2002</li> <li>• Three organics pilot projects, to examine the feasibility of Region-wide organics collection, were extended to April 30, 2005.</li> <li>• A waste program optimization review was initiated in 2002.</li> <li>• Export of waste to Michigan started in July 2002 following the closure of Britannia Sanitary Landfill Site in June.</li> </ul>
Plan the Phase II expansion for the Britannia Hills Golf Course to include a championship course and driving range	<ul style="list-style-type: none"> <li>• The Region and the City of Mississauga are negotiating an agreement for the development and operation of Phase II of the golf course. Work on the golf course will begin in the spring of 2003 with completion planned for fall 2004.</li> </ul>
Open the Central East Peel (Brampton) Community Recycling Centre	<ul style="list-style-type: none"> <li>• The Central East Peel Community Recycling Centre officially opened on July 20, 2002.</li> </ul>

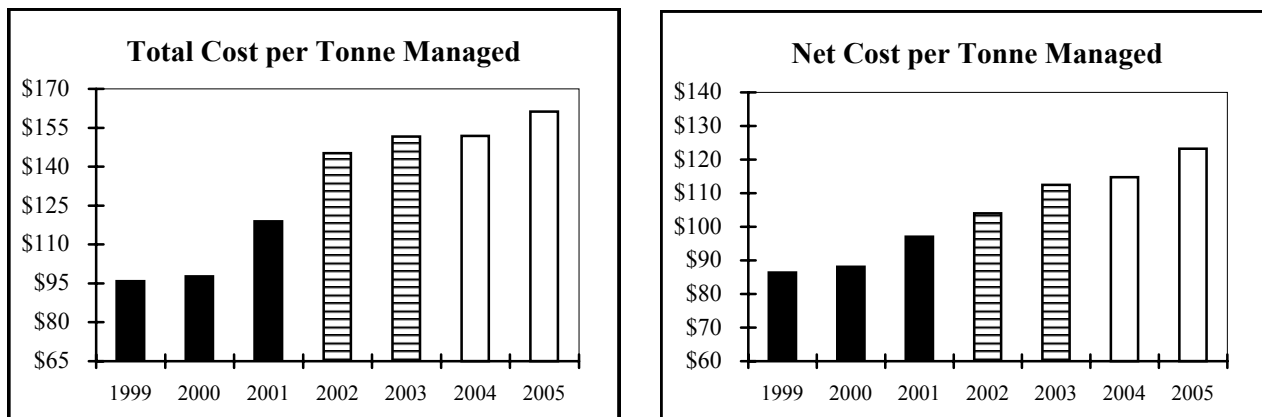
Pursue opportunities for private/public sector partnerships and funding such as the Liquor Control Board of Ontario and the Waste Diversion Organization support for municipal recycling programs	<ul style="list-style-type: none"> <li>Funding has been received from the Liquor Control Board of Ontario to offset the cost of bottle recycling collection and processing at the Materials Recycling Facility.</li> <li>In 2002, <i>Bill 90</i> was passed in Ontario, the result of which is funding to offset up to 50% of the cost for recycling collection and processing. The funding is expected to be available early in 2003.</li> </ul>
Continue with diversion initiatives such as: Phases II and III of the Three Bag Standard Grass ban	<ul style="list-style-type: none"> <li>Phase III of the Three Bag Standard was implemented on September 16, 2002</li> <li>The grass ban will be effective from April 1, 2003, following a postponement by Regional Council in the 2002 budget approval process</li> </ul>
Effectively manage the operating cost impacts of waste management programs	<ul style="list-style-type: none"> <li>Late in 2001 Waste Management took the Bin Haulage Contract through Managed Competition to ensure a cost effective service was provided to the taxpayers of Peel.</li> </ul>
Update and review the 20-year <b><i>Long-Term Waste Resource Management Strategy</i></b> and analyze the financial impact on the Waste Management reserve funds	<ul style="list-style-type: none"> <li>The <b><i>Long-Term Waste Resource Management Strategy</i></b> was reviewed and updated in 2002.</li> </ul>
Continue to implement remediation programs for active and closed landfill sites	<ul style="list-style-type: none"> <li>Remediation plans continue to be implemented for closed and active landfill sites in the Region of Peel.</li> </ul>
Conduct collection pilot projects	<ul style="list-style-type: none"> <li>Organics pilot projects took place in the summer of 2002 to examine the feasibility of starting a Region-wide Organics Program in 2005.</li> </ul>
Issue a Request for Proposals for organics processing technology	<ul style="list-style-type: none"> <li>This may not be necessary if expansion of the Herhof facility at the Caledon Sanitary Landfill Site takes place to process the Region's organics.</li> </ul>

## 2. 2003

For 2003 Performance Targets, please refer to Appendix IV: Measurement of Objectives/Actions in the Public Works 2003 Service Strategy/Business Plan.

## E.3 Corporate Performance Measurement and Benchmarking

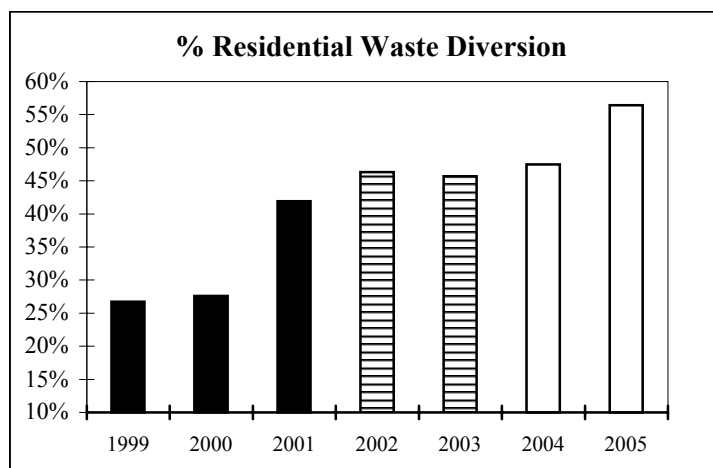
### 1. Program Efficiency



For 2003, tonnage growth, lower revenue sources from marketing recyclables, the closure of the Britannia Sanitary Landfill Site in 2002, full year impacts of export of waste to Michigan and expanded programs such as the Three Bag Standard Program have contributed to a higher cost per tonne managed of \$151.66 (total) and \$112.44 (net). A contribution from the Waste Stabilization Reserve has enabled the division to minimize the cost of service delivery.

### 2. Community Impact

Residential waste diversion is budgeted to increase by 5,000 tonnes in 2003 and in total is 46 per cent of the residential waste stream.



**3. Data**

	Actual			Budget		Target	
	1999	2000	2001	2002	2003	2004	2005
Total cost per tonne managed	\$ 95.83	\$ 97.75	\$ 118.92	\$ 145.17	\$ 151.66	\$ 151.86	\$ 161.25
Total cost per household served	\$ 139.51	\$ 141.36	\$ 165.88	\$ 196.78	\$ 201.96	\$ 211.73	\$ 226.57
Net cost per tonne managed	\$ 86.42	\$ 88.12	\$ 97.02	\$ 103.98	\$ 112.44	\$ 114.72	\$ 123.20
Net cost per household served	\$ 125.81	\$ 127.44	\$ 135.33	\$ 140.94	\$ 149.73	\$ 159.94	\$ 173.10
% households served	100%	100%	100%	100%	100%	100%	100%
% residential waste diversion	26.72%	27.62%	41.93%	46.30%	45.69%	47.48%	56.44%
Total cost (\$000's)	\$ 40,682	\$ 42,381	\$ 51,090	\$ 62,103	\$ 65,273	\$ 70,040	\$ 76,670
Net cost (\$000's)	\$ 36,688	\$ 38,205	\$ 41,682	\$ 44,482	\$ 48,394	\$ 52,908	\$ 58,578
Total residential waste (tonnage)	373,353	382,592	387,949	383,404	399,434	407,932	409,118
Tot. res. waste (tonn.) diverted	99,751	105,677	162,685	177,497	182,507	193,700	230,903
Total waste managed (tonnage)	424,541	433,565	429,600	427,801	430,399	461,202	475,482
Households served	291,600	299,800	308,000	315,600	323,200	330,800	338,400



#### 4. Customer Service

Waste Management is committed to being a leader in the industry and to providing the highest level of customer service to its clients. In 2003, the program will continue to work towards developing and improving the level of customer service provided.

The following are call types received by Waste Management in 2002:

Call Type – 2002	Percentage
Acceptable Items	17
White Goods pick-up bookings	14
Landfill and Depots	6
Recycling Boxes (Blue and Grey)	9
Holiday Schedule	1
Miscellaneous/ Other (combined)	53
Total	100

#### 5. External Benchmarking

The Region of Peel participates in the following two annual benchmarking initiatives:

- 1) The Ontario Municipal CAO's Benchmarking Initiative (OMBI), formerly the Municipal CAO's Benchmarking Initiative – Waste Management joined this initiative in 1997.

The initial CAO benchmarking exercise in waste management highlighted the need for the expert panel to re-evaluate data performance standards, guidelines for data collection and results interpretation, and to consider forming a partnership with professional waste management associations. The purpose of this initiative is to identify best practices of service efficiency and quality. In response to this need, a Municipal CAO's Benchmarking Initiative Project Charter was issued July 10, 2000 which sets the current framework.

In 2000, the Region of Peel Waste Management staff participated in the expert panel for the 1998 Municipal CAO's Waste Management Benchmarking Initiative. The report was issued in June 2000.

- 2) In 2001 the Province initiated the Municipal Performance Measurement Program (MPMP) as part of the annual Financial Information Report. Results from the MPMP exercise are based on full cost of all regionally related services, while the OMBI exercise is based on direct and indirect costs only to the yard level, so that a comparison between the two initiatives is not relevant. Regional staff participates on a MPMP committee to consider new performance measures and improvements to existing measures.

Public Works is committed to benchmarking and recognizes it as a useful management tool that integrates financial and performance data to assist decision-making.

## **F. 2003 Financial Requirements Presentation**

### **F.1 Current Budget Introductory Comments/Analysis**

The Waste Management net budget for 2003 is \$48.4 million, an increase of \$3.9 million or an 8.8 per cent increase over 2002. The major drivers impacting the 2003 budget are maintenance and annualization of existing programs, the Long-Term Waste Resource Management Strategy (LTWMRS) (20-year plan), growth, recyclable commodity values, contract increases and customer service.

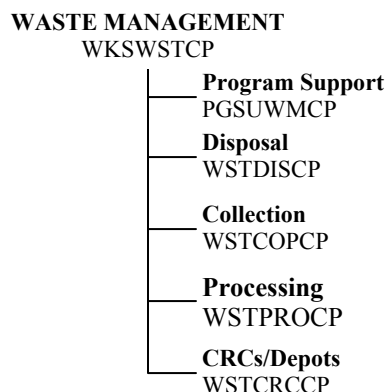
The impacts of these drivers on the 2003 Waste Management budget are:

- Annualization of waste transfer, haulage and disposal costs to Michigan
- Increased collection and processing costs for recycling due to the success of Waste Management's diversion initiatives
- Loss of revenues as a result of the closure of the Britannia Sanitary Landfill Site in 2002
- Decreased revenue from the sale of blue box materials due to a decline in commodity prices for the reclaimed materials
- Introduction of a Grass Ban in 2003 which will save approximately \$1.0 million in collection, disposal and processing costs

Future impacts beyond 2003 include:

- Four Community Recycling Centres (CRCs) scheduled to open between 2003 and 2006.
- Region-wide organics diversion will continue to be developed in 2003 with the objective of having a processing facility in operation by 2005.
- New and emerging technologies will continue to be reviewed for applicability to the Region of Peel.

### **F.2 Financial Structure Chart – Current Budget**



### F.3 2003 Current Budget

#### 1. Activity Analysis

	Budgeted Total Cost	
	2003	Change from 2002
Waste Disposal	23,796,266	4,495,086
Waste Collection	30,571,836	(290,946)
CRC's and Depots	4,247,647	(2,229,418)
Waste Processing	6,684,795	1,222,786
Program Support	(27,252)	(27,252)
Total Program Cost	<u>\$ 65,273,292</u>	<u>\$ 3,170,256</u>

3.	Budgeted Total Cost/Unit	
	2003	Change from 2002
	55.29	10.17
	71.03	(1.11)
	9.87	(5.27)
	15.53	2.76
	(0.06)	(0.06)
	<u>\$ 151.66</u>	<u>\$ 6.49</u>

#### 2. Account Analysis

	Budgeted Total & Net Cost	
	2003	Change from 2002
Goods & Services	59,887,493	3,089,017
Salaries & Wages	5,085,799	98,639
Grant Payments	<u>300,000</u>	<u>(17,400)</u>
Total Program Cost	65,273,292	3,170,256
Fees, Charges & Other	10,279,618	1,161,273
Contribution from Reserves	<u>6,600,000</u>	<u>(1,903,025)</u>
Net Program Cost	<u>\$ 48,393,674</u>	<u>\$ 3,912,008</u>

Budgeted Units of Service Total Managed Waste (tonnes)	
2003	Change from 2002
<u>430,399</u>	<u>2,598</u>

#### 4. Budget Variance Explanation

Net Program Costs  
Change from  
2002

Goods and Services are increasing as a result of the annualization of the transfer, haulage and disposal of waste to Michigan and increased recycling collection & processing costs due to the success of Waste Management's diversion initiatives. These increases are partially offset by a reduction in tonnage collected as a result of the introduction of a grass ban.

3,089,017

Salaries and Wages have increased only slightly due to the combination of annual salary and wage increases, and staff reductions at the Britannia Sanitary Landfill Site following its closure in June 2002.

98,639

Grant Payment methods to the Region's Clean City Groups were changed for 2003 to enable the groups to obtain funding for the waste management programs that they deliver. This enables the groups to seek alternative funding mechanisms in order to deliver programs; therefore, funding is expected to be slightly lower than in 2002.

(17,400)

Fees, Charges and Other revenues are expected to increase due to revenue from the Waste Diversion Organization (WDO) as per *Bill 90*. This revenue and a projected increase in revenue from the sale of material (fibres) from Grey Boxes has been partially offset by a decrease in revenue from the sale of material from Blue Boxes.

(1,161,273)

Contribution from the Waste Management Stabilization Reserve has decreased due to the introduction of the grass ban in 2003.

1,903,025

**Net Program Cost Variance**

**\$ 3,912,008**

# **WATER**

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**E. Monitoring and Measuring the Service Strategy/Business Plan**

**E.2 Performance Targets**

**1. 2002**

<b>2002 Target</b>	<b>Current Year Progress</b>
Manage costs in order to stabilize unit costs	<ul style="list-style-type: none"> <li>• Unit costs are on target with budget</li> <li>• Cost savings identified by the South Peel operation contract funded water quality and conservation initiatives in 2002</li> <li>• Managed Competition is proceeding on schedule with the planned competition for excavation activities in 2003. Training of staff in the concepts of Activity Based Costing, Managed Competition, and the implementation of scope and bid teams is ongoing</li> </ul>
Maintain and enhance current levels of customer service	<ul style="list-style-type: none"> <li>• There were no water taste and odour episodes during the 2002 summer</li> <li>• Reduction in number of water main breaks in Mississauga due to the impact of the capital replacement program</li> <li>• Significant workload increased in water main flushing program to meet new provincial guidelines</li> </ul>
Maintain competitive utility rates	<ul style="list-style-type: none"> <li>• The utility rate has been maintained at the lowest cost and lowest rate of any municipality in the Greater Toronto Area</li> </ul>
Maintain the capital budget within the assigned capital-spending envelope and ensure that infrastructure replacement needs are satisfied and sustainable	<ul style="list-style-type: none"> <li>• The 2002 Water outstanding capital project commitments were reduced, however, the actual 2002 expenditures may be impacted by property acquisition delays and cancellations, the number of projects under detail design that have yet to start construction, the timing of multi-year construction projects that have been awarded but not completed, and the complexity of Class Environmental Assessments and public consultation process</li> <li>• The Water and Wastewater Servicing Master Plan was updated in 2002. The <b>Regional Official Plan</b> will be updated in 2003</li> </ul>

**2. 2003**

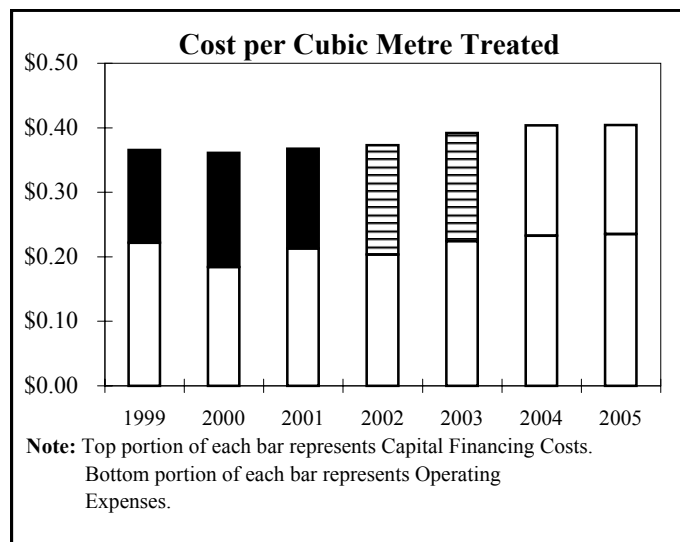
For 2003 Performance Targets, please refer to Appendix IV: Measurement of Objectives/Actions in the Public Works 2003 Service Strategy/Business Plan.



### E.3 Corporate Performance Measurement and Benchmarking

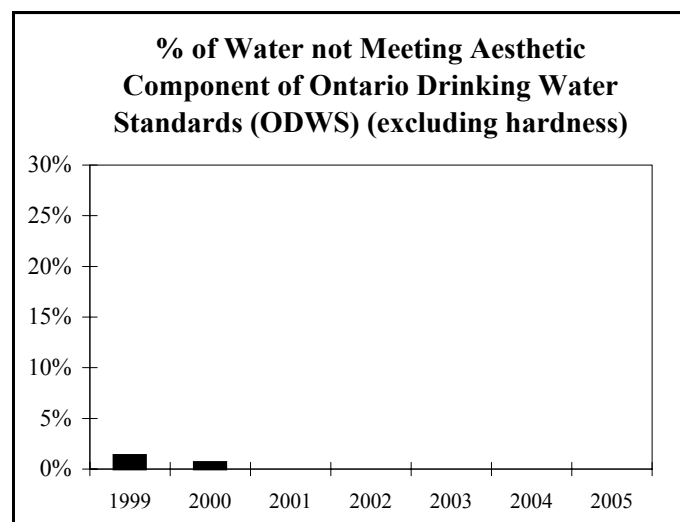
#### 1. Program Efficiency

The 2003 cost per cubic metre ( $m^3$ ) treated has increased by \$.02 due to increased support costs. Capital financing costs are fairly consistent with 2002. The Region continues to provide combined Water and Wastewater program services at the lowest cost and the lowest rates of any municipality in the Greater Toronto Area (GTA).



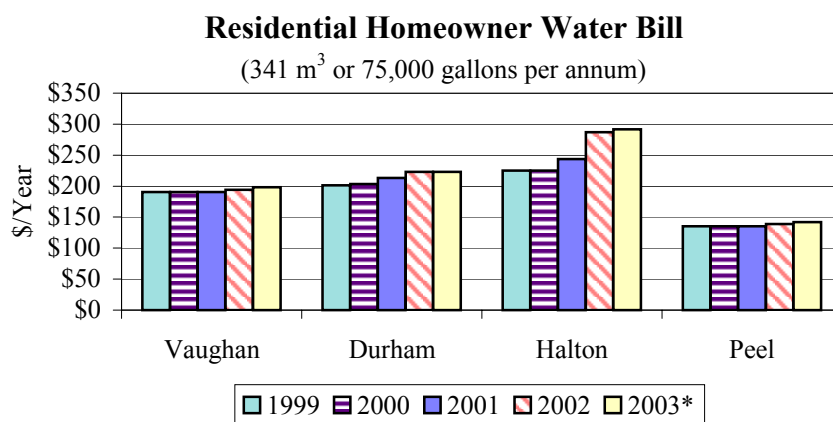
#### 2. Community Impact

The Region of Peel implemented water restrictions during the summer of 2002. With completion of the Lorne Park Water Treatment Plant expansion, water restrictions are not anticipated in 2003.



**3. Data**

	Actual			Budget		Target	
	1999	2000	2001	2002	2003	2004	2005
<b>Program Efficiency:</b>							
Cost per cubic metre (m <sup>3</sup> ) treated	\$ 0.3654	\$0.3612	\$ 0.3673	\$ 0.3730	\$ 0.3921	\$ 0.4039	\$ 0.4045
Cost per kilometre (km) of water main	\$ 20,400	\$18,828	\$ 25,196	\$ 20,044	\$ 21,035	\$ 21,768	\$ 22,102
Water rate billed per cubic metre (m <sup>3</sup> )	\$ 0.3959	\$0.3959	\$ 0.3959	\$ 0.4078	\$ 0.4201	\$ 0.4201	\$ 0.4201
<b>Community Impact:</b>							
% of water not meeting aesthetic component of ODWS (excl. hardness)	1.36%	0.67%	0.00%	0.00%	0.00%	0.00%	0.00%
% system meeting minimum fire code	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%
% system meeting desired fire flow	98.09%	98.20%	97.05%	96.53%	98.26%	96.08%	96.22%
<b>Source Information:</b>							
Total cost (\$ 000's)	\$ 63,137	\$59,723	\$ 64,548	\$ 67,046	\$ 71,833	\$ 75,425	\$ 77,688
Capital financing (\$ 000's)	\$ 24,856	\$29,258	\$ 27,143	\$ 30,517	\$ 30,725	\$ 32,000	\$ 32,480
Operating expense (\$ 000's)	\$ 38,281	\$30,465	\$ 37,405	\$ 36,530	\$ 41,108	\$ 43,425	\$ 45,208
Water volume treated (m <sup>3</sup> )(000's)	172,782	165,331	175,724	179,740	183,204	186,745	192,074
Annual flow treated at plant (m <sup>3</sup> )(000's)	168,352	162,987	171,134	175,741	178,203	181,742	187,075
Annual plant capacity available (m <sup>3</sup> )(000's)	272,655	272,655	272,655	301,000	316,455	327,405	350,000
% annual plant capacity utilized	61.75%	59.78%	62.77%	58.39%	56.31%	55.51%	53.45%
Maximum day flow treated (m <sup>3</sup> )	711,400	670,600	739,600	815,700	836,600	862,700	897,700
% plant capacity utilized on maximum day	95.23%	89.77%	99.01%	98.91%	96.49%	96.18%	93.62%
Number of water main kilometre (km)	3,095	3,172	3,255	3,345	3,415	3,465	3,515
# of water samples taken	15,170	19,552	26,102	21,000	23,000	23,000	23,000
Water samples not meeting aesthetic component of ODWS (excl. hardness)	207	131	-	-	-	-	-
Water main kilometre (km) meeting desired fire flow requirements	3,036	3,115	3,159	3,229	3,279	3,329	3,382
Capital financing cost per m <sup>3</sup> treated	\$ 0.1439	\$0.1770	\$ 0.1545	\$ 0.1698	\$ 0.1677	\$ 0.1714	\$ 0.1691
Operating expense cost per m <sup>3</sup> treated	\$ 0.2216	\$0.1843	\$ 0.2129	\$ 0.2032	\$ 0.2244	\$ 0.2325	\$ 0.2354



**Residential Homeowner Water Bill**

(341 m<sup>3</sup> or 75,000 gallons per annum)

	Vaughan	Durham	Halton	Peel
1999	\$190.50	\$201.21	\$225.25	\$135.00
2000	\$190.50	\$203.21	\$225.25	\$135.00
2001	\$190.50	\$213.30	\$243.82	\$135.00
2002	\$194.32	\$222.90	\$287.16	\$138.75
2003*	\$198.07	\$222.90	\$291.78	\$141.90

Source Information: Rate Survey

Region of Peel Finance Dept. Fall 2002

\* 2003 utility bill is based on rate increase projected in September 2002 effective April 1, 2003

#### **4. Customer Service**

The Region of Peel Water Program is committed to being a leader in the industry and to providing a level of customer service which meets the growing needs and expectations of our clients. This commitment includes:

- Safe water quality that exceeds regulatory requirements
- Protection of Regional assets
- Continuous improvement of service reliability through the efficient use of capital and maintenance activities
- Protection of the Region's groundwater resources
- Enhancements to aesthetic water quality innovations
- Effective communication strategy that includes public participation and feedback
- Assessment and management of all aspects of growth within the Region of Peel to ensure that the social and physical Regional infrastructure is available for planned land uses
- Continuous review of new technologies to provide innovative services in water treatment and distribution
- Cost effective service delivery

#### **5. External Benchmarking**

The Region of Peel participates in the following two annual benchmarking initiatives:

- 1) The Ontario Municipal CAO's Benchmarking Initiative (OMBI) – formally the Municipal CAO's Benchmarking Initiative - Water joined this initiative in 1998.

The initial CAO benchmarking exercise in water highlighted the need for the expert panel to re-evaluate data performance standards, guidelines for data collection and results interpretation, and to consider forming partnerships with professional water associations. The purpose of this initiative is to identify best practices of service efficiency and quality. In response to this need, the Municipal CAO's Benchmarking Initiative Project Charter was issued July 10, 2000 which sets the current framework.

The Water Expert Panel is one of five OMBI expert panels; the others are Roads, Solid Waste, Long-Term Care and Emergency Medical Services (EMS). The Water Expert Panel's mission is to improve the quality and cost of the services it provides to the public by sharing performance data and information on best practices between participating municipalities.

In 2000, the Region of Peel Water staff participated in the expert panel for the 1998 Municipal CAO's Water Benchmarking Initiative. The report was issued in June 2000.

The Water and Wastewater Services Expert Panel was originally made up of water professionals from 14 municipalities across Ontario. In 2001, the Region of Peel joined the National Water and Wastewater Benchmarking Partnership facilitated by Earth Tech which consists of 23 cities and municipalities from across Canada. The national initiative is now under the OMBI umbrella. The Region of Peel has been co-chair of the National Water and Wastewater Benchmarking Partnership since 2000. As part of the national benchmarking effort, staff gathered, evaluated, and submitted data for 1999 and 2000 reports. We now have two years of relevant data and can start the process of identifying and sharing best practices.

- 2) In 2001, the province initiated the Municipal Performance Measurement Program (MPMP) as part of the annual Financial Information Report. Results from the MPMP exercise are based on full cost of all regionally related services, while the National Benchmarking (OMBI) exercise is based on direct and indirect costs only to the yard level; therefore, a comparison between the two initiatives is not relevant. Regional staff participates on a MPMP committee to consider new performance measures and improvements to existing measures.

Public Works is committed to benchmarking and recognizes it as a useful management tool that integrates financial and performance data to assist decision-making.

## **F. 2003 Financial Requirements Presentation**

### **F.1 Current Budget Introductory Comments/Analysis**

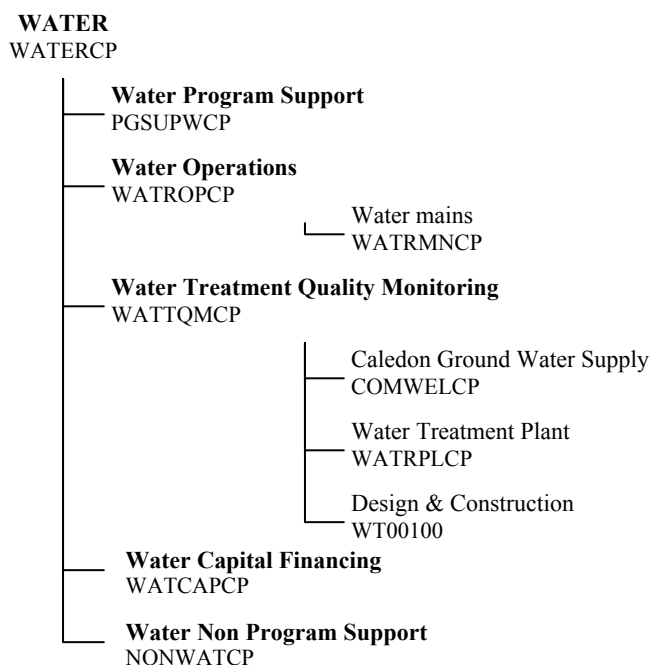
The total program cost of the 2003 Water Program is \$71.8 million, an increase of \$4.8 million or a 7.1 per cent increase over 2002.

Major drivers affecting the 2003 budget are maintenance of the existing infrastructure, growth, regulatory changes, contract increases and customer service.

The major drivers impacting the 2003 Water Program are as follows:

- The annual increase in operating costs for the South Peel Ontario Clean Water Agency (OCWA). Annualization of the incremental energy costs (natural gas and hydro) above May 1998 rates commencing July 1, 2002 as agreed to in the OCWA contract
- Increased security measures for the treatment facilities
- More stringent provincial regulations for water sampling and water main flushing as a result of the Walkerton Inquiry and groundwater monitoring
- Operations and maintenance costs for an additional 70 kilometres (2 per cent) of distribution network

### **F.2 Financial Structure Chart – Current Budget**



### F.3 2003 Current Budget

#### 1. Activity Analysis

	Budgeted Total Cost	
	2003	Change from 2002
Program Support	13,823,163	1,506,964
Operations	6,122,103	511,058
Treatment Plant	14,533,150	(147,906)
Capital Financing	30,724,977	208,445
Non Program	6,629,918	2,708,685
Total Program Cost	<u>\$ 71,833,311</u>	<u>\$ 4,787,246</u>

#### 3.

	Budgeted Total Cost/Unit	
	2003	Change from 2002
	0.08	0.01
	0.03	0.00
	0.08	(0.00)
	0.17	(0.00)
	0.04	0.01
	<u>\$ 0.39</u>	<u>\$ 0.02</u>

#### 2. Account Analysis

	Budgeted Total & Net Cost	
	2003	Change from 2002
Goods & Services	30,773,149	4,413,885
Salaries & Wages	9,516,835	1,146,566
Reserve Contributions	31,543,327	(773,205)
Total Program Cost	71,833,311	4,787,246
Fees, Charges & Other	1,623,311	(207,629)
Water User Revenue	70,210,000	4,994,875
Net Program Cost	<u>\$ -</u>	<u>\$ -</u>

Budgeted Units of Service Cubic Metre (m <sup>3</sup> ) Treated	
2003	Change from 2002
<u>183,204,000</u>	<u>3,464,000</u>

#### 4. Budget Variance Explanation

**Net Program Costs**  
**Change from**  
**2002**

The Program Support budget has increased due to an increase in contributions to the Meter Replacement Reserve (annual meter replacements have risen from 1,600 to 6,000); additional resources for the planning and development of new initiatives such as benchmarking, conservation outreach, and increased customer service.

1,506,964

The Operations and Maintenance budget will address increased disposal costs for excavated material at Copper and Wolfedale yards due to closure of the Britannia Sanitary Landfill Site, and more stringent regulations on flushing activities as a result of the Walkerton Inquiry.

511,058

Treatment Plant costs are lower due a reduction in the Water Rate Stabilization Reserve contribution (\$1 million) offset by the planned increase (9 per cent) for the OCWA contract.

(147,906)

Capital Financing requirements are sufficient to meet the needs of the 2003 Water capital program.

208,445

The Non Program budget variance is due to increased corporate charges allocated to the Water Program.

2,708,685

Fees, Charges and Other have decreased due to the elimination of the sinking fund debt fee upon maturity of the Sinking Fund debenture.

207,629

Water User Revenues reflect normal consumption patterns and population growth consistent with Regional Planning's projections.

(4,994,875)

#### **Net Program Cost Variance**

**\$ -**



# WASTEWATER

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For F.4 to F.5 (inclusive), please refer to the Wastewater section of the 2003 Capital Budget and 2004–2012 Capital Forecast document.

**E. Monitoring and Measuring the Service Strategy/Business Plan**

**E.2 Performance Targets**

**1. 2002**

<b>2002 Target</b>	<b>Current Year Progress</b>
Manage costs in order to stabilize unit costs	<ul style="list-style-type: none"> <li>• Unit costs are on target with budget</li> <li>• Cost savings identified by the South Peel Operation contract will continue to fund initiatives in 2002 such as Clear Scents and new technologies</li> <li>• Managed Competition is proceeding on schedule with the training of staff in the concepts of Activity Based Costing, Managed Competition, and implementation of the scope and bid teams. The competition for Colour Closed Circuit Television inspection was awarded to an outside contractor (Capital Commercial Pipe Services) to commence in 2003</li> </ul>
Maintain and enhance current levels of customer service	<ul style="list-style-type: none"> <li>• The effluent requirements for the Wastewater Treatment facilities are in compliance with the Certificate of Approval issued by the Ministry of Environment</li> <li>• The downspout disconnection and check valve installation program was initiated in 2001 and continued into 2002</li> </ul>
Maintain competitive utility rates	<ul style="list-style-type: none"> <li>• The utility rate has been maintained at the lowest cost and lowest rate of any municipality in the Greater Toronto Area</li> </ul>
Maintain the capital budget within the assigned capital-spending envelope and ensure that infrastructure replacement needs are satisfied and sustainable	<ul style="list-style-type: none"> <li>• In 2002 Wastewater's outstanding commitments were reduced. The actual 2002 expenditures may be influenced by the number of projects under detail design that have yet to start construction, the timing of multi-year construction projects that have been awarded but not completed, the complexity of Class Environmental Assessments and public consultation process.</li> <li>• The Water and Wastewater Servicing Master Plan was updated in 2002. The <b>Regional Official Plan</b> will be updated for 2003.</li> </ul>

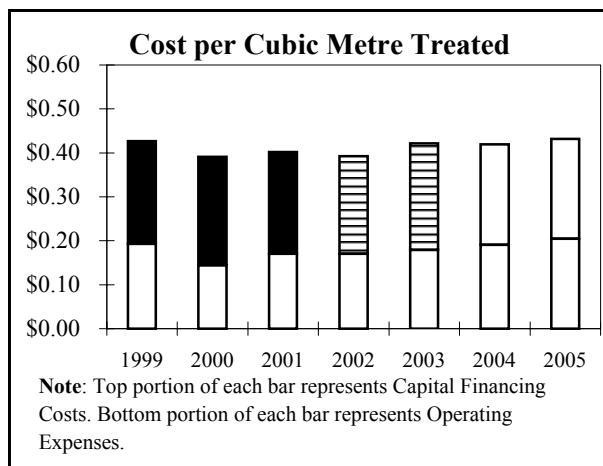
**2. 2003**

For 2003 Performance Targets, please refer to Appendix IV: Measurement of Objectives/Actions in the Public Works 2003 Service Strategy/Business Plan.

## E.3 Corporate Performance Measurement and Benchmarking

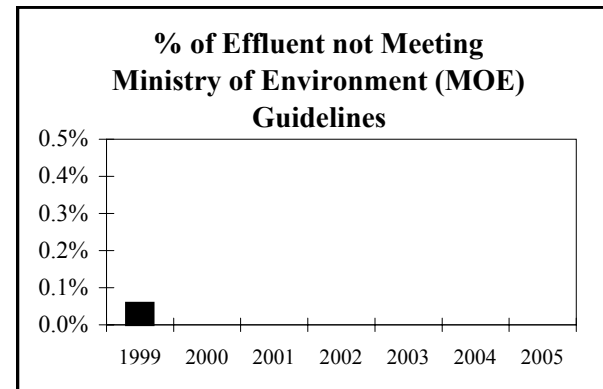
### 1. Program Efficiency

The 2003 cost per cubic metre ( $m^3$ ) treated has increased by \$.04 due to increased requirements for the 2003 Wastewater Capital Program. The Region continues to provide combined Water and Wastewater Program services at the lowest cost and the lowest rates of any municipality in the Greater Toronto Area (GTA).



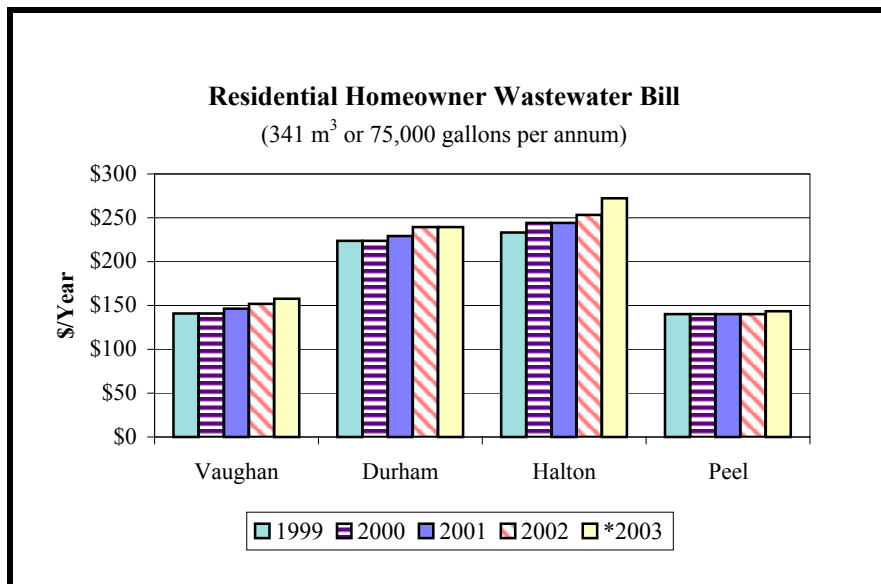
### 2. Community Impact

The number of odour complaints received in 2002 were down from 2001 due to completion of several odour controlling projects as well as the Clear Scents Communication Initiative. Additional odour control measures related to Lakeview and Clarkson wastewater treatment plants expansion and upgrades should continue to reduce odour.



### 3. Data

	Actual			Budget		Target	
	1999	2000	2001	2002	2003	2004	2005
<b>Program Efficiency:</b>							
Cost per cubic metre ( $m^3$ ) treated	\$ 0.4270	\$0.3908	\$ 0.4018	\$ 0.3925	\$ 0.4214	\$ 0.4197	\$ 0.4314
Cost per kilometre (km) of sewer main	\$ 27,622	\$26,029	\$ 26,943	\$ 26,347	\$ 27,610	\$ 27,649	\$ 28,567
Sewer rate billed per cubic metre ( $m^3$ )	\$ 0.4839	\$0.4839	\$ 0.4839	\$ 0.4839	\$ 0.4985	\$ 0.4985	\$ 0.4985
<b>Community Impact:</b>							
% effluent not meeting MOE guidelines	0.06%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
# of bypasses	4	3	1	-	-	-	-
<b>Source Information:</b>							
Total cost (\$ 000's)	\$ 67,288	\$65,020	\$ 69,245	\$ 68,449	\$ 75,128	\$ 76,477	\$ 80,300
Capital financing (\$ 000's)	\$ 36,904	\$41,051	\$ 39,885	\$ 38,723	\$ 43,218	\$ 41,655	\$ 42,280
Operating expense (\$ 000's)	\$ 30,384	\$23,969	\$ 29,359	\$ 29,726	\$ 31,910	\$ 34,822	\$ 38,021
Number of sewer main km	2,436	2,498	2,570	2,598	2,721	2,766	2,811
Annual flow treated at plant ( $m^3$ ) (000's)	157,578	166,394	172,323	174,391	178,301	182,209	186,120
Annual plant capacity available ( $m^3$ ) (000's)	182,318	182,318	182,318	182,318	202,758	202,758	222,650
% annual plant capacity utilized	86.43%	91.27%	94.52%	95.65%	87.94%	89.87%	83.59%



**Residential Homeowner Wastewater Bill**  
(341 m<sup>3</sup> or 75,000 gallons per annum)

	Vaughan	Durham	Halton	Peel
1999	\$141.00	\$223.59	\$233.10	\$140.25
2000	\$141.00	\$223.59	\$244.31	\$140.25
2001	\$146.25	\$229.19	\$244.31	\$140.25
2002	\$151.88	\$239.46	\$253.27	\$140.25
*2003	\$157.50	\$239.46	\$272.26	\$143.41

Note: Peel's residential wastewater billing is calculated at 85% of total water consumption.

Source Information: Rate Survey

Region of Peel Finance Dept. Fall 2002

\* 2003 utility bill is based on rate increase projected in September 2002 effective April 1, 2003

#### **4. Customer Service**

The Region of Peel Wastewater Program is committed to being a leader in the industry and to providing a level of customer service which meets the growing needs and expectations of the residents and businesses of Peel. This commitment includes:

- Providing a secure sanitary sewer system
- Assurance that treated effluent complies with MOE guidelines
- Source water protection through enforcement of the *Sewer Use By-law*
- Control of odours associated with the wastewater treatment plants and in the collection system
- Continuous improvement in service reliability through the efficient use of capital and maintenance programs
- Assessment and management of all aspects of growth within the Region of Peel to ensure that the social and physical Regional infrastructure is available for planned land uses
- Continuous review of new technologies to provide innovative services in wastewater collection and treatment
- Control of infiltration into the sanitary collection system
- Effective communication strategy that includes public participation and feedback
- Cost effective service delivery

#### **5. External Benchmarking**

The Region of Peel participates in the following two annual benchmarking initiatives:

- 1) The Ontario Municipal CAO's Benchmarking Initiative (OMBI) – formally the Municipal CAO's Benchmarking Initiative - Wastewater joined this initiative in 1998.

The initial CAO benchmarking exercise in wastewater highlighted the need for the expert panel to re-evaluate data performance standards, guidelines for data collection and results interpretation, and to consider forming a partnership with professional wastewater associations. The purpose of this initiative is to identify best practices of service efficiency and quality. In response to this need, the Municipal CAO's Benchmarking Initiative Project Charter was issued July 10, 2000 which sets the current framework.

The Water and Wastewater Services Expert Panel is one of five OMBI expert panels; the others are Roads, Solid Waste, Long-Term Care and Emergency Medical Services (EMS). The Wastewater Expert Panel's mission is to improve the quality and cost of the services it provides to the public by sharing performance data and information on best practices between participating municipalities.

In 2000, the Region of Peel Wastewater staff participated in the expert panel for the 1998 Municipal CAO's Wastewater Benchmarking Initiative. The report was issued in June 2000.

The Wastewater Expert Panel was originally made up of wastewater professionals from 14 municipalities across Ontario. In 2001, the Region of Peel joined the National Water and Wastewater Benchmarking Partnership which consists of 31 cities and municipalities from across Canada. The national initiative is now under the OMBI umbrella. The Region of Peel has been co-chair of the National Water and Wastewater Benchmarking Partnership since 2000. As part of the national benchmarking effort, staff gathered, evaluated, and submitted data for 1999 and 2000 reports. We now have two years of relevant data and can start the process of identifying and sharing best practices.

- 2) In 2001, the province initiated the Municipal Performance Measurement Program (MPMP) as part of the annual Financial Information Report. Results from the MPMP exercise are based on full cost of all regionally related services, while the National Benchmarking (OMBI) exercise is based on direct and indirect costs only to the yard level; therefore, a comparison between the two initiatives is not relevant. Regional staff participates on a MPMP committee to consider new performance measures and improvements to existing measures.

Public Works is committed to benchmarking and recognizes it as a useful management tool that integrates financial and performance data to assist decision-making.

**F. 2003 Financial Requirements Presentation**

**F.1 Current Budget Introductory Comments/Analysis**

The total program cost of the Wastewater Program for 2003 is \$75.1 million, an increase of \$6.7 million or a 9.8 per cent increase over 2002.

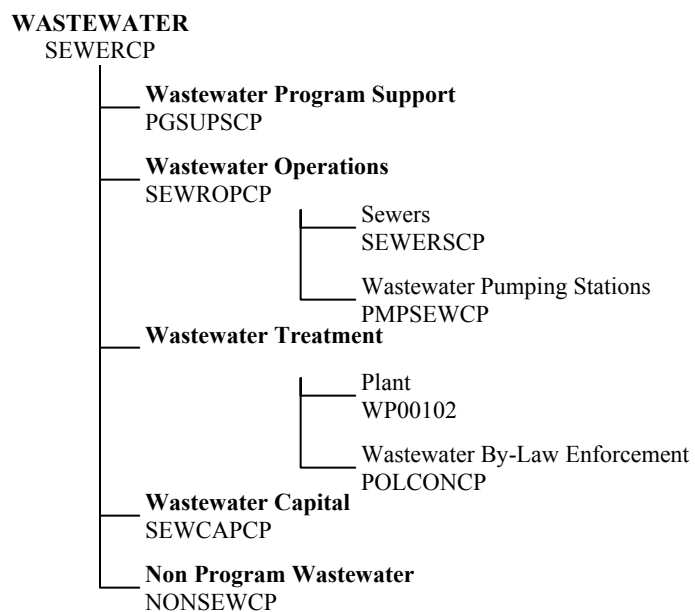
Major drivers affecting the 2003 budget are maintenance of existing infrastructure, growth, changes to regulations, contract increases, and customer service.

These major drivers impact the 2003 Wastewater Program as follows:

- The annual increase in operating costs for the South Peel Ontario Clean Water Agency (OCWA). Annualization of the incremental energy costs (natural gas and hydro) above May 1998 rates commencing July 1, 2002 as agreed to in the OCWA contract
- Additional operating costs for odour control at the treatment plants and in the collection system
- Additional costs for new technology to manage biosolids waste
- Operations and maintenance costs for an additional 123 kilometres (4.7 per cent) of collection network
- The 2003 contribution to the Wastewater Capital Financing Stabilization Reserve (CFSR) has been increased by \$2.2 million (5.8 per cent over 2002) to adequately provide for the future replacement of the water treatment and collection infrastructure
- Additional funds for Colour Closed Circuit Television (CCTV) inspections due to equipment upgrades and increased inventory resulting from Regional growth



## F.2 Financial Structure Chart – Current Budget



### F.3 2003 Current Budget

#### 1. Activity Analysis

	Budgeted Total Cost	
	2003	Change from 2002
Program Support	2,527,832	192,563
Operations	2,944,302	453,356
Treatment Plant	19,707,908	808,828
By-law Enforcement	2,317,954	238,429
Capital Financing	43,218,343	4,495,335
Non Program	4,411,568	490,335
Total Program Cost	<u>\$ 75,127,907</u>	<u>\$ 6,678,846</u>

#### 3.

Budgeted Total Cost/Unit	
2003	Change from 2002
0.01	-
0.02	0.01
0.11	-
0.01	-
0.25	0.03
0.02	-
<u>\$ 0.42</u>	<u>\$ 0.04</u>

#### 2. Account Analysis

	Budgeted Total & Net Cost	
	2003	Change from 2002
Goods & Services	29,816,231	1,818,205
Salaries & Wages	2,058,333	330,306
Reserve Contributions	43,253,343	4,530,335
Total Program Cost	75,127,907	6,678,846
Fees, Charges & Other	891,907	(28,904)
Wastewater User Revenue	69,163,000	5,494,750
Wastewater Toronto Agreement	573,000	213,000
Qualitative Surcharge Billings	4,500,000	1,000,000
Net Program Cost	<u>\$ -</u>	<u>\$ -</u>

Budgeted Units of Service Cubic Metre (m <sup>3</sup> ) Treated	
2003	Change from 2002
<u>178,301,000</u>	<u>3,910,000</u>

#### 4. Budget Variance Explanation

Net Program Costs  
Change from  
2002

Program Support's budget has increased to address higher customer service demands through the Clear Scents Initiative, as well as increased resources for the laboratory to address growth, and the additional inspection and testing requirements imposed by the MOE.	192,563
The Operations and Maintenance budget increase is mainly due to the new CCTV inspection contract, which includes upgrades in technology, sewer cleaning and inspection costs impacted by increased inventory resulting from Regional growth, and the increased handling costs for excavated material due to the closing of the Britannia Sanitary Landfill Site.	453,356
Treatment Plant costs are higher due to an increase in natural gas and hydro consumption and costs, as well as operations and maintenance costs for new odour control initiatives. In addition, the planned increase (10 per cent) in the OCWA contract contributes to a higher budget requirement.	808,828
By-law Enforcement's monitoring program reflects additional resources required for inspection and testing in order to enforce the <i>Sewer-Use By-law 90-90</i> , and to accommodate the industrial growth in the Region of Peel.	238,429
Wastewater Capital Financing has increased to address the increased requirements for reserve contributions resulting from the 2003 capital works program, primarily for the Lakeview Wastewater Treatment Facility expansion.	4,495,335
The Non Program budget variance is due to increased corporate charges allocated to the Wastewater Program.	490,335
Fees, Charges and Other have decreased due to the elimination of the Sinking Fund Debt Fee upon maturity of the Sinking Fund debenture.	28,904
Wastewater User Revenues reflect normal consumption patterns and population growth consistent with Regional Planning's projections. In addition, the 2003 budget reflects an increase in the Toronto/Peel joint sewer servicing agreement recovery due to higher wastewater volumes.	(5,707,750)
Qualitative Surcharge Billings have increased due to an aggressive by-law program.	(1,000,000)
<b>Net Program Cost Variance</b>	<b>\$ -</b>

# **PUBLIC WORKS SERVICES**

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For A.1 to E.1 (inclusive), please refer to the Public Works 2003 Service Strategy/Business Plan, found in the Public Works section.

**E. *Monitoring and Measuring the Service Strategy/Business Plan***

**E.2 Performance Targets (not applicable)**

**E.3 Corporate Performance Measurement and Benchmarking .....2**

**F. *2003 Financial Requirements Presentation***

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For F.4 to F.5 (inclusive), please refer to the Public Works Services section of the 2003 Capital Budget and 2004–2012 Capital Forecast document.

**E. *Monitoring and Measuring the Service Strategy/Business Plan***

**E.2 Performance Targets** (not applicable)

**E.3 Corporate Performance Measurement and Benchmarking**

**1. Program Efficiency** (not applicable)

**2. Community Impact** (not applicable)

**3. Data** (not applicable)

**4. Customer Service**

Refer to the Roads, Waste Management, Water and Wastewater programs for details on customer service.

**5. External Benchmarking**

Refer to the Roads, Waste Management, Water and Wastewater programs for details on external benchmarking.

## **F. 2003 Financial Requirements Presentation**

### **F.1 Current Budget Introductory Comments/Analysis**

Public Works (PW) Services consists of:

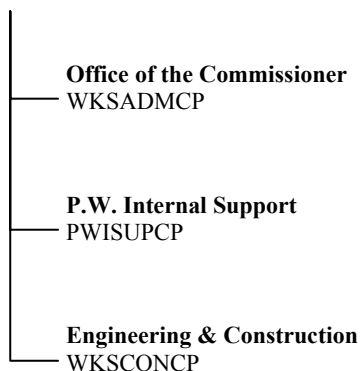
- Office of the Commissioner (PW Administration, PW Resource Centre, PW Business Unit, PW Communication, PW Customer Service, PW Managed Competition)
- Engineering and Construction (Office of the Director, Capital Works, Engineering and Infrastructure Planning, Traffic and Transportation Engineering, Engineering Technical Services)
- PW Internal Support (Operations Support Administration, Information Management System, PW Inventory, PW Building Services, Sign Production).

Public Works Services provides support to the Roads, Waste Management, Water and Wastewater programs. Costs are allocated to the operating and capital programs through internal charges, so that the net budget for Public Works Services is zero.

Internal and external customer service, maintenance of the existing infrastructure and growth are the primary drivers for Public Works Services, and have contributed to the 2003 Public Works Services' gross budget of \$20.5 million, an increase of \$1.6 million or 8 per cent over 2002.

### **F.2 Financial Structure Chart – Current Budget**

#### **PUBLIC WORKS SERVICES PWORKSCP**



### F.3 2003 Current Budget

#### 1. Activity Analysis

	Budgeted Net Cost	
	2003	Change from 2002
P.W. Internal Support	-	(3,650)
Pub. Works Services Elim.	-	-
Office of the Commissioner	-	-
Engineering & Construction	-	-
Net Program Cost	<u>\$ -</u>	<u>\$ (3,650)</u>

#### 3.

	Budgeted Net Cost/Unit	
	2003	Change from 2002
	-	(0.01)
	-	-
	-	-
	-	-
	<u>\$ -</u>	<u>\$ (0.01)</u>

#### 2. Account Analysis

	Budgeted Gross & Net Cost	
	2003	Change from 2002
Goods & Services	7,101,286	(207,698)
Salaries & Wages	11,685,306	1,594,732
Capital Financing	<u>1,759,945</u>	<u>172,930</u>
Gross Program Cost	20,546,537	1,559,964
Fees, Charges & Other	<u>20,546,537</u>	<u>1,563,614</u>
Net Program Cost	<u>\$ -</u>	<u>\$ (3,650)</u>

	Budgeted Units of Service	
	2003	Change from 2002
Brampton	104,600	3,800
Caledon	17,200	600
Mississauga	<u>201,400</u>	<u>3,200</u>
Total Households	<u>323,200</u>	<u>7,600</u>



#### 4. Budget Variance Explanation

	<u>Net Program Costs</u> <u>Change from</u> <u>2002</u>
The decrease in the Goods and Services is primarily due to a change in accounting for operations support inventory items (i.e., fuel, tires, auto parts); offset by higher costs for engineering support (i.e., inspection work) due to continued growth of the Regional infrastructure and increased corporate charges for 10 Peel rent and Human Resources.	(207,698)
Salaries and Wages have increased due to positions transferred and/or assigned from other divisions/departments resulting from organizational changes, conversion of contract/casual positions to complement positions in order to maintain the support for existing and approved services, new positions required to meet the continuing demands of increased growth and an increase in the employee fringe benefit costs.	1,594,732
Capital Financing reflects annual contributions to the fleet and Public Works facilities reserves.	172,930
Fees and Charges reflect recovery of engineering and construction costs to capital projects in the Roads, Water and Wastewater programs; Public Works Services charges to its users for fleet, equipment, facilities, work order system (Hansen) and inventory administration, and an increase in subdivision, engineering, hydrant and connection revenues due to growth within the Region.	(1,563,614)
<b>Net Program Cost Variance</b>	<u><u>\$</u></u> <u><u>(3,650)</u></u>

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**F.4 to F.5 (inclusive) are not applicable.**

**A. Background**

**A.1 Preparing the Service Strategy/Business Plan**

This document was created collaboratively with input from Ontario Works in Peel (OWIP) staff. Additional input was provided through the development of team work plan objectives (late 2001), the program work plan prioritization and finalization in 2002 and the two-day excellence assessment.

The Management Team is responsible for the successful implementation of the Service Strategy/Business Plan. The members of this team include:

Janet Menard, Director  
Jane Anderson-Renton, Manager, Client Services, South  
Karla Hale, Manager, Intake Screening  
Joyce Nielsen, Manager, Revenues  
Christine Georger, Manager, Operations Support  
Margaret Radisa, Manager, Client Services, North  
Sue Ritchie, Manager, Community Programs  
Lisa Torbet, Manager, Program Support  
Karen Levesque, Administrative Assistant

**A.2 Key Contacts**

David Szwarc, Commissioner, Social Services  
905-791-7800, ext. 4939  
[szwarcd@region.peel.on.ca](mailto:szwarcd@region.peel.on.ca)

Janet Menard, Director, Ontario Works  
905-793-9200 ext. 8300  
[menardj@region.peel.on.ca](mailto:menardj@region.peel.on.ca)

**A.3 Additional Information**

This process was assisted by the fact that Ontario Works has created annual work plans for several years.

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## **B.2 Profile of Current Services**

Ontario Works provides service delivery, service system management and funding of the Ontario Works Program in Peel Region, as legislated under the *Social Assistance Reform Act* and the *Ontario Works Act, 1997*.

Ontario Works has the following service areas:

### **Client Services**

Client services involves telephone intake screening for social assistance eligibility (Ontario Works and Ontario Disability Support Program (ODSP)), the provision of financial and employment assistance for eligible participants, including emergency and hostel services, and the provision of and/or referral to support services to assist clients in obtaining employment and increasing independence.

### **Community Services**

These services focus on purchase of service negotiation and contract management, the management of relationships with agencies, community planning bodies, other levels of government and consumer stakeholders, program development and implementation and policy leadership, best practices and procedural advice to other municipalities, governments and customers.

### **Internal Services**

In order to deliver effective and efficient services Ontario Works is involved in fraud investigation, quality assurance, policy and program development, business process design, review, redesign and implementation, staff training and development, administrative, financial and technical support, and revenue generation through overpayment and third party recovery.

### **Other Ontario Works Delivery Agents**

In addition to providing services within the Region of Peel, the program provides telephone intake screening services for Ontario Works delivery agents within the Central West Region of the Ministry of Community, Family and Children's Services (MCFCS), including: Dufferin County, Halton Region, Waterloo Region and Wellington County.

## **B.3 Description of Clients/Customers**

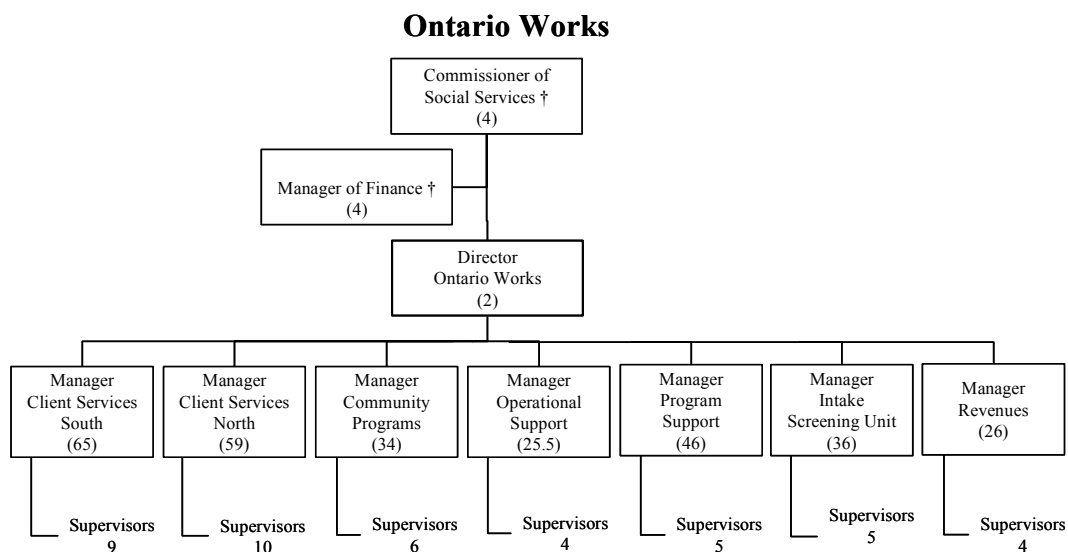
### **Ontario Works and Ontario Disability Support Program Applicants and Participants**

Includes the unemployed, low income individuals and families, the homeless and at risk (of being homeless) individuals and families, and the aged and infirm.

## Province of Ontario

Services are conducted in accordance with provincial legislation, regulations and directives and, as such, are subject to ongoing monitoring and accountability through reporting, audit and review. Representatives of the province are therefore key customers.

## B.4 Overall Organization Structure



**Total Full-time Equivalent (FTE) = 301.5**  
(reflects Council approved positions only)

Note:

All positions listed have supervisory responsibilities

( ) Denotes all FTE in the group including the boxed position

† Also serves Children's Services and TransHelp

## **B.5 Significant Recent Activities/Initiatives**

- Implemented the provincial Service Delivery Model and supporting technology which required complete realignment of existing business processes
- Implemented approximately nine days of required training for each direct delivery caseworker, as well as the provision of coverage to peers in training to support the provincial Service Delivery Model
- Finalized the three year Service Delivery Model implementation in early 2002, resulting in a staff downsizing of 27 FTE (hired to support the implementation)
- Completed first year of the Intake Screening Unit (ISU) service in 2001
- Involved in provincial Intake Screening Units of Ontario (ISUOO) group with the purpose of aligning services, sharing best practices and communicating collectively with the MCFCS
- Participated in provincial ISUOO study and compliance audit, scoring positive results
- Moved Outreach Program, a collaborative effort with Health, Social Services, Housing and community agencies, from being a pilot project to an ongoing service
- Increased provincial and national attention for the Families First Program, which is aimed at addressing the needs of sole support parents on social assistance
- Eliminated reliance on the private sector for overflow hostel services with the acquisition of a Regionally managed full service family hostel

## **C. Trends and Issues**

### **C.1 Emerging Trends**

- Reduction in provincial funding and subsidies
- Increased provincial focus on targets, service standards, outcomes, unit costs and value-based business analyses
- Increasing uncontrollable costs resulting from the above and mandatory sharing of Greater Toronto Area (GTA) pooled costs for human services
- Introduction of competition into the delivery of human services
- Emphasis on business process change, design, redesign and implementation
- Growing gaps in human resource skills and experience
- Increasing reliance on technology, business analysis, planning and process change management
- Creation of new business offerings as revenue generators (training service, family support and eligibility review) through collaboration with other Regional departments, ISUs and Consolidated Municipal Service Managers (CMSM)
- Expectations of public-community, public-private, public-public partnerships
- Increase in the homeless due to high housing costs and declining availability of affordable housing
- Unanticipated and increasing workload demand, which compromises ability to meet client service needs and employee satisfaction
- Involvement of clients in service assessment and development through technology
- Increase in social assistance caseloads resulting from system changes and increased demand

Appendix I provides trend information specific to Ontario Works.

## **C.2 Key Strategic Issues**

- Inadequate provincial funding to sustain current and increasing service and operational demands
- Resourcing and maintenance of adequate staffing levels to support programs, service delivery and aggressive case management
- Balancing of program and corporate costs
- Human Resource planning to manage and develop staff resources to ensure development of individual potential and matching of skills and experience to corporate objectives
- Balancing priorities and associated workload resulting from increasing demands and new innovative initiatives
- Utilizing existing resources to create efficiencies, reduce costs and enhance revenue generation

**D. *Mandate, Objectives and Actions***

**D.1 Mandate and Objectives**

**Mandate:**

To provide employment, financial and social support services to residents of Peel to assist them in attaining as independent and stable a role in the community as possible.

**Objectives:**

1. Enhance and/or expand client programs to satisfy current demand
2. Improve customer service and access to services
3. Support research, development and piloting of innovative programming
4. Reduce costs and/or generate revenue

**D.2 Objectives and Actions**

**1. Enhance and/or expand client programs to satisfy current demand**

- 1.1 Increase the number of emergency shelter beds in Peel
- 1.2 Secure operational funding for a family transition home and youth village(s)
- 1.3 Maximize investment and increase the quality of community agency-delivered complementary services to Ontario Works participants
- 1.4 Provide employment, health and child care/recreational services to 800 families receiving Ontario Works, through Families First

**2. Improve customer service and access to services**

- 2.1 Develop strategies to remove cultural and language barriers to services in the Region of Peel
- 2.2 Expand the Ontario Works Outreach Program for the homeless, to provide services seven days per week
- 2.3 Develop a process to solicit client feedback through multiple vehicles

**3. Support research, development and piloting of innovative programming**

- 3.1 Complete an evaluation of Families First and share results with our federal and provincial, community and government partners
- 3.2 Involve community partners in the development and implementation of legislated drug testing and treatment programs for Ontario Works participants
- 3.3 Develop an action plan resulting from the Homeless Prevention Evaluation



**4. Reduce costs and/or generate revenue**

- 4.1 Increase reimbursements and repayments
- 4.2 Partner in the delivery of training for Ontario Works delivery agents across the province
- 4.3 Increase the percentage of Ontario Works sole support parents receiving family/child support
- 4.4 Implement and realign business processes to new provincial Service Delivery Model
- 4.5 Participate in provincial initiative through the Ontario Municipal Social Services Association (OMSSA) to obtain provincial funding for homeless initiatives delivered at a municipal level
- 4.6 Develop, attract and maintain high caliber staff

**D.3 Service Principles**

In support of the Regional Values, Ontario Works has the following service principles:

- Serve clients promptly and courteously
- Treat clients with respect and dignity
- Support clients to become as independent as possible
- Respect the diversity of all

**D.4 Strategic Plan Connection**

The objectives and actions in the Ontario Works Service Strategy/Business Plan are consistent with and support the following Goals in the Region's strategic plan, *Directions for Success: Investing in Peel's Future*:

**Goal 1:** Improve the community's health, social well-being and safety.

**Goal 4:** Contribute to a vibrant and diverse regional economy.

**Goal 5:** Be a leader in the provision and co-ordination of Regional services.

**E. *Monitoring and Measuring the Service Strategy/Business Plan***

**E.1 Measurement of Objectives/Actions**

Contact the Director of Ontario Works for details on the measurements of the objectives and actions.

**E.2 Performance Targets**

**1. 2002**

- Ontario Works services are being provided to approximately 8,500 families every month
- Two emergency shelters have operated at near full capacity throughout 2002. This resulted in high usage of a local hotel. As a result, OWIP acquired and is now operating a Regionally managed full service family hostel.
- At mid-year, Families First had accepted 842 families into the program, with 432 actively receiving social, financial, child care, recreational, employment and health services under this innovative initiative for sole support parents
- The provincially mandated literacy program was implemented in March 2002. As a result, all applicants without a grade 12 diploma or with readily identifiable English language challenges must complete a literacy test
- The Outreach Program for homeless and at risk individuals has been expanded to provide evening and weekend services
- The province-wide Service Delivery Model technology and business processes have been successfully implemented. Significant effort is required to respond to system improvements, culture change, staff learning curve and reporting and performance management adjustments
- Work has been completed to assist clients in pursuing support from defaulting sponsors, under the *Family Law Act*. Staff has also been involved with the province in assisting their efforts in this regard

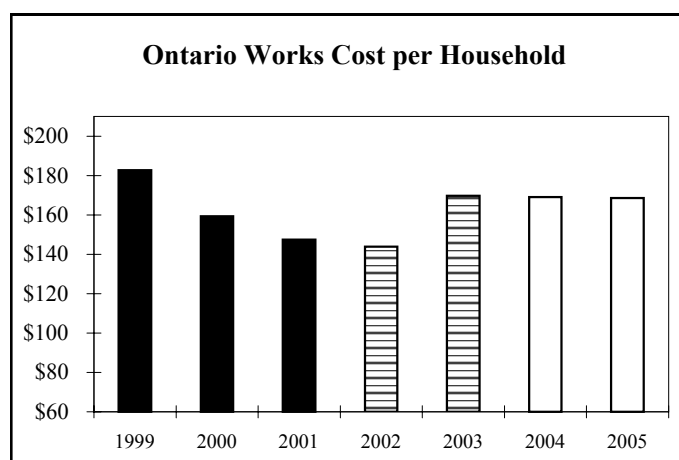
**2. 2003**

- To provide Families First services to 800 families
- To provide services to an average of 9,000 Ontario Works cases per month
- To operate three emergency shelters, including a newly acquired Regionally owned facility
- To develop an addictions testing and treatment plan for implementation in 2004
- To complete a full financial review aimed at maximizing recoveries and reducing costs. The review would focus on overpayments, internal reviews and formal appeals, family support, and fraud.
- To complete a clerical review to ensure maximized use of staff and full administrative support for OWIP
- To enter into business partnerships with Regional departments in the areas of eligibility determination, eligibility review and income pursuit
- To expand program training capacity
- To increase level of satisfaction of clients and employees
- To develop a program human services plan

## E.3 Corporate Performance Measurement and Benchmarking

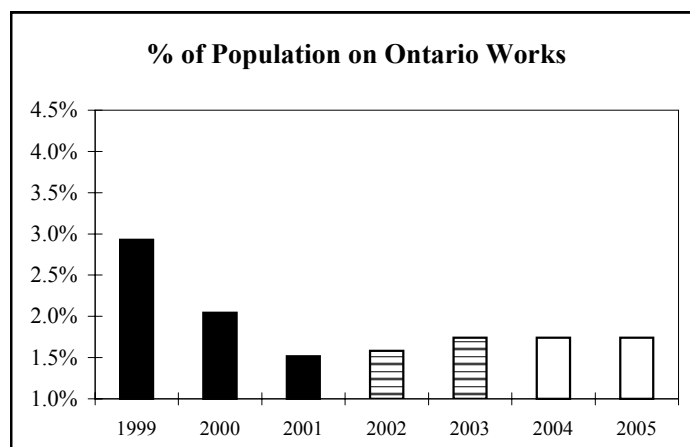
### 1. Program Efficiency

The chart shows the average net cost per household for all Ontario Works programs in Peel. The cost per household has decreased since 1998 as program and administrative changes have been implemented to keep current with declining caseloads. Peel has experienced a gradual actual increase in caseloads during the first part of 2002. Therefore, increased caseloads for 2003 and 2004 have been projected. The costs will be offset by General Welfare Reserve contributions. As well, a decrease in subsidy and an increase in transferred provincial costs is contributing to an increase in net cost per household.



### 2. Community Impact

The percentage of beneficiaries per population has decreased as clients have been successfully assisted into employment. New demand for the program decreases with improved economic conditions in Peel and new business processes and technology province-wide. Because unemployment is a trailing economic indicator, increased caseloads resulting from the 2001/2002 economic situation have been projected.



### 3. Data

	Actual			Budget		Target	
	1999	2000	2001	2002	2003	2004	2005
<b>Program Efficiency:</b>							
Ontario Works cost per household	\$ 182.62	\$ 159.36	\$ 147.45	\$ 143.85	\$ 169.62	\$ 169.04	\$ 168.54
<b>Community Impact:</b>							
% of population on Ontario Works	2.93%	2.04%	1.51%	1.58%	1.74%	1.74%	1.74%
<b>Source Information:</b>							
Net cost (\$ 000's)	\$ 53,252	\$ 47,777	\$ 45,415	\$ 45,400	\$ 54,821	\$ 55,917	\$ 57,035
Number of households	291,600	299,800	308,000	315,600	323,200	330,800	338,400
Number of Ontario Works beneficiaries	27,338	19,586	14,921	15,904	17,905	18,263	18,629
Peel population	933,000	959,000	985,000	1,006,400	1,027,800	1,049,200	1,070,600

#### 4. Customer Service

Clients involved in the intake REACH orientation program are surveyed by an independent company 30 days after their workshop. Key performance indicators that include customer satisfaction are being introduced in three business units during 2002: Client Service, Intake Screening Unit & Operational Support. In support of these key performance indicators, client statistical methods will be established.

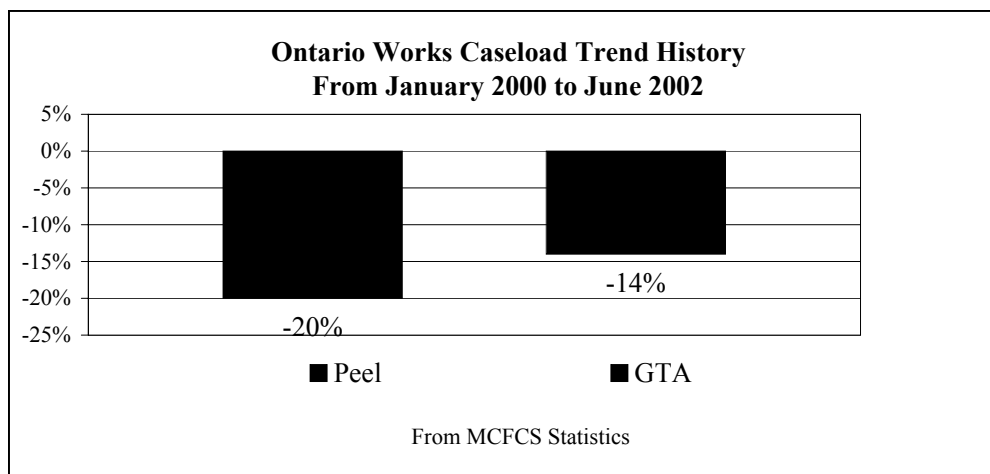
#### 5. External Benchmarking

##### Community Placements

The MCFCS publishes the achievement of Ontario Works targets for all municipalities across the province each year. Peel exceeded its target in 2001 - 2002 by approximately 42 per cent.

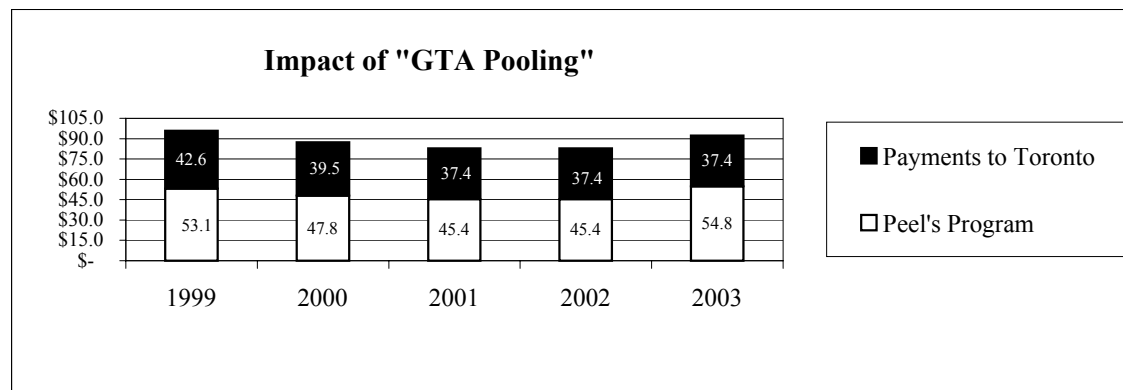
##### Caseload Reduction

For the period between January 2000 to June 2002, the caseload decrease for Peel was 20 per cent, compared to 14 per cent for the rest of the GTA.



##### Pooling

It is expected that GTA Pooling will add approximately \$37.4 million to Peel's Regional budget. Due to the provincially imposed pooling formula (based on weighted proportion of property assessment), any efficiencies that reduce costs in Peel, will result in Peel having to pay more of Toronto's costs.



## **6. Other Performance Measures**

- The ISU has implemented a Performance Indexing Plan that, once tested, will be phased into the other business units through 2003 with completion targeted for the end of 2004.
- In addition to the program Performance Indexing Plan, the ISU is monitored by the province for adherence to provincial service delivery standards. The results for all seven Ontario Intake Screening Units are reviewed monthly.
- All Ontario Works programs are subject to regular compliance reviews by the Province of Ontario through MCFCS. Formal responses and work process adjustment plans are provided.
- Regular reporting of Client Services performance targets to MCFCS occurs to support ongoing funding which is based, in part, on target achievement. Examples include: client employment activity levels (e.g. community and employment placements), data conversion activities, program numbers, completed consolidated verification process (CVP) reviews, and agreed upon project outcomes.

## **F. 2003 Financial Requirements Presentation**

### **F.1 Current Budget Introductory Comments/Analysis**

#### **Key Issues:**

Many budgetary pressures exist for Ontario Works for 2003. Listed below are brief descriptions and explanations of key budget pressures.

#### **Budget Pressures Related to Provincial Legislation**

The budget impact due to changes to the provincially controlled funding formula and legislated requirements are estimated to be \$3.9 million. Three major components of this category are discussed below.

In February, 2002, the province announced a planned, gradual reduction of provincial administration subsidy to municipalities. The province announced a target subsidy level of \$700 per case. The approved subsidy level for 2002 is \$924 per case. For 2003, a subsidy level of \$800 has been budgeted, translating into a decrease in subsidy of 13 per cent. This adds \$1.5 million in budget pressure.

Also, due to the new provincial welfare fraud measure initiatives, including enhanced provincial delivery technology, the province has announced an increase in municipalities' share of the ODSP administration costs. This translates into an additional \$1.2 million budget pressure.

Obligations related to Provincial Pay Equity Legislation are estimated to add another \$1.2 million to the cost of salaries and wages for 2003. The province has indicated that there will be no further subsidy to offset this additional cost.

#### **Budget Pressures Related to Program Delivery**

Ontario Works social assistance budgeted caseload is expected to increase to 7,500 cases per month, representing a net increase of \$2.4 million in additional cost.

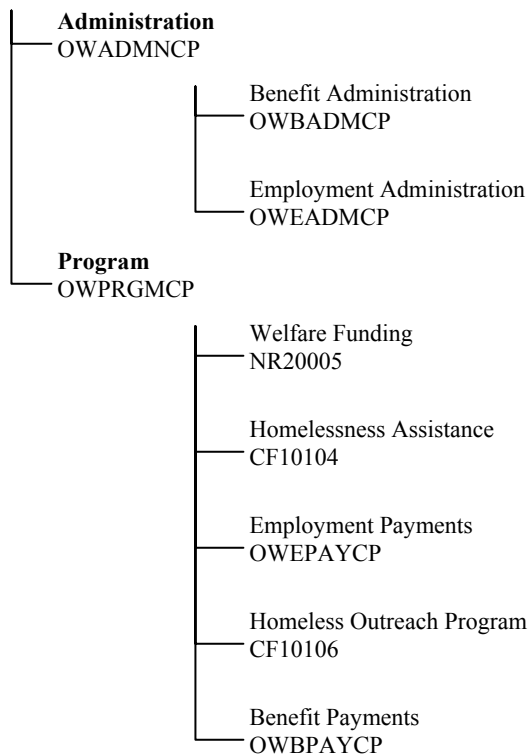
In January 2002, Council directed staff to investigate alternative and permanent housing arrangements for families using overflow accommodation at the Rosetown Inn. Subsequently, Council approved a staff recommendation to purchase an existing facility, Arrival Inn at a net cost of \$1.5 million. This full service family hostel opened in December 2002 and is Regionally managed.

#### **Budget Pressure due to Administration**

Total impact due to administration issues is projected to increase by \$1.8 million, mainly due to the increase in salaries and benefits.

## F.2 Financial Structure Chart – Current Budget

### ONTARIO WORKS OWORKSCP





**F.3 2003 Current Budget**
**1. Activity Analysis**

	Budgeted Total Cost	
	2003	Change from 2002
Ontario Works Program	98,639,561	16,320,100
Ontario Works Admin	25,566,140	3,103,831
Total Program Cost	<u>\$ 124,205,701</u>	<u>\$ 19,423,931</u>

**3.**

	Budgeted Total Cost/Unit	
	2003	Change from 2002
	305.20	44.36
	79.10	7.93
	<u>\$ 384.30</u>	<u>\$ 52.29</u>

**2. Account Analysis**

	Budgeted Total & Net Cost	
	2003	Change from 2002
Goods & Services	9,347,247	1,301,706
Salaries & Wages	20,144,183	2,325,206
Grant Payments	94,714,271	15,797,019
Total Program Cost	124,205,701	19,423,931
Fees, Charges & Other	1,331,000	-
Subsidies	68,054,199	10,003,670
Net Program Cost	<u>\$ 54,820,502</u>	<u>\$ 9,420,261</u>

	Budgeted Units of Service	
	2003	Change from 2002
Brampton	104,600	3,800
Caledon	17,200	600
Mississauga	201,400	3,200
Total Households	<u>323,200</u>	<u>7,600</u>

#### 4. Budget Variance Explanation

	Net Program Costs Change from 2002
Ontario Works monthly average caseload is expected to increase to 7,500 cases per month. The provincial government funds 80 per cent of the increase in Social Assistance costs. This amount represents the Region's 20 per cent.	2,380,958
In 2002, Council approved the purchase of a new family shelter (Arrival Inn). This amount represents the net operating cost for one year.	1,451,139
Staff salaries and benefits are expected to increase due to cost of living, annual progression and benefit cost increases.	1,044,819
The provincially legislated <i>Pay Equity Act</i> is expected to increase staff salaries.	1,178,072
In 2002, the provincial government announced an increase in ODSP administration costs, including higher costs for welfare fraud control measures. Other ODSP related costs are also expected to increase.	1,219,290
In 2002, the provincial government announced a gradual reduction of the administration subsidy available to municipalities toward a provincial average target of \$700 per case. This amount represents a decrease in available subsidy for 2003, compared to the 2002 budget.	1,498,385
Provincial funding for ISU is not expected to increase for 2003. The province has also announced an end to the subsidy for Service Delivery Model Technology (SDMT) computers, effective in 2003.	226,830
In 2002, the province announced a continuation of subsidy funding for the CVP. This amount represents an estimate of available provincial funding.	(750,000)
Overall increase in external costs associated with Ontario Works Program delivery (Employment, Families First)	556,967
Overall increase in administration related expenses (office space rental, internal charges and staff related expenses).	613,801
<b>Net Program Cost Variance</b>	<b>\$ 9,420,261</b>

# APPENDIX

## **Appendix I: Trends Specific to Key Service Areas**

### **Intake Screening Unit**

- **opportunity** to work collaboratively with other ISUs, ability to utilize the strengths of shared best practices, ability to expand services to more CMSMs, the community and/or Region of Peel departments
- **threat** to current funding model, other CMSMs pulling out of the ISU agreement or refusing to share actual costs and/or the province re-thinking the business process model of ISUs

### **Client Services**

- **opportunity** to develop new programs to positively impact client employability through the redirection of funds, to further refine the business model to maximize resources and results
- **threat** to staffing levels due to a decrease in funding resulting in reduced program services

### **Community Programs Unit**

- **opportunity** to work more collaboratively with other Regional departments and community agencies and lobby the provincial government for the expansion of programs and new social policies
- **threat** to overall funding and mandated programs due to the withdrawal of funding from Human Resources Development Canada (HRDC) and/or the province, increase in homelessness due to increased housing costs and decreased employment

### **Program Support Unit**

- **opportunity** to provide services to other Regional departments and other CMSMs, identify savings potential through analysis and realignment, and generate revenues through improved business processes and expansion of training programs to other CMSMs
- **threat** to the business model if funding reductions require process versus program reductions

### **Operational Support Unit**

- **opportunity** to improve efficiencies and eliminate unnecessary work
- **threat** to the decentralized administrative support model as service issues still exist and resources become scarce

**Revenues Unit**

- **opportunity** to improve effectiveness through proactive measures to prevent fraud, increase revenues, assist clients in obtaining support and improve Social Benefits Tribunal outcomes and solidly supporting a cost benefit business plan
- **threat** to resource funding as provincial subsidy declines

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# TRANSHELP

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**For F.4 to F.5 (inclusive), please refer to the TransHelp section of the 2003 Capital Budget and 2004–2012 Capital Forecast document.**

**A. Background**

**A.1 Preparing the Service Strategy/Business Plan**

The previous Manager of TransHelp, Norm McLeod, in consultation with the new Manager, Alfred Stockwell, developed this document for TransHelp.

Preparation of the document began in spring 2002 and was completed by the end of June 2002.

**A.2 Key Contacts**

David Szwarc, Commissioner, Social Services  
905-791-7800, ext. 4939  
[szwarcd@region.peel.on.ca](mailto:szwarcd@region.peel.on.ca)

Alfred Stockwell, Manager  
905-791-1015, ext. 3001  
[stockwella@region.peel.on.ca](mailto:stockwella@region.peel.on.ca)

**A.3 Additional Information**

The Service Strategy/Business Plan is a work plan created by the previous manager during an operational review of TransHelp.

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## **B.2 Profile of Current Services**

### **Transportation Service**

TransHelp provides transportation service for the physically disabled residents of Peel through three service delivery mechanisms:

#### TransHelp Buses

TransHelp's 28 buses provide 800 trips per weekday and 400 trips per weekend, door-to-door, for 1,900 registered passengers, who are unable to walk or climb steps.

#### Taxi Program

TransHelp contracts with the private sector, with the accessible taxi program, in collaboration with the City of Mississauga and City of Brampton.

#### Partnerships and Collaborations

Caledon Community Services provides the transit and TransHelp provides the scheduling support. The Canadian Red Cross provides service to some dialysis patients and purchases maintenance. A partnership with the Canadian National Institute for the Blind (CNIB) provides temporary transportation, which assists adults with visual impairments develop their mobility skills. TransHelp is currently working with Mississauga Transit on a plan to make conventional transit more accessible for use by a certain portion of the TransHelp ridership.

## **B.3 Description of Clients/Customers**

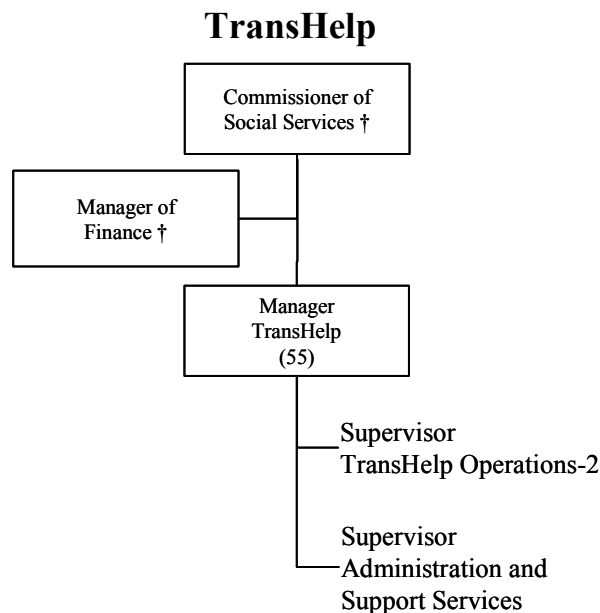
### **Physically Disabled Residents**

Residents who are unable to walk 175 meters or climb or ascend three steps are clients/customers served by TransHelp.

### **Regional Council**

Regional Council established the TransHelp Advisory Committee to address passenger concerns and interests. The Advisory Committee consists of nine voting members, including six representatives of organizations with clients who use TransHelp: Peel Association for Handicapped Adults, Brampton Action Group, March of Dimes, Coalition for Persons with Disabilities, United Senior Citizens of Ontario and Erin Oak Advisory Committee. The Advisory Committee reports to Regional Council annually. The Advisory Committee meets regularly with the TransHelp Management Team.

## B.4 Overall Organization Structure



**Total Full-time Equivalent (FTE) = 55.0**  
(reflects Council approved positions only)

**Note:**

All positions listed have supervisory responsibilities.

( ) Denotes all FTE in the group including the boxed position.

† Also serves Ontario Works and Children's Services. FTE for these positions are reflected in the Ontario Works Program.

## B.5 Significant Recent Activities/Initiatives

- Major adjustment to the growth path of the service was approved by the Regional Council in 2001 and confirmed as a part of the 2002 budget
- Commitment made to develop a new program for dialysis patients over the next three years
- Conducted a strategic organizational review in 2001, which is being rolled out in 2002
- Recruited a veteran of the public transportation sector, Alfred Stockwell, as the new Manager of TransHelp
- Implemented interactive voice response (IVR) and enhanced automated faring capabilities in late 2001 and early 2002

## **C. Trends and Issues**

### **C.1 Emerging Trends**

- Strong customer service ethic and growing customer expectations
- Increased involvement in benchmarking initiatives to ensure service is highly cost-effective when compared to other similar operations
- Increasing need for services as population grows and ages
- Continuing competition for budget dollars in an environment without budget increases
- New initiatives to divert dialysis riders could open up some room for service expansion
- Application of new technology systems (e.g. IVR, new faring system), which promise more efficient customer service
- Growing interest within the taxi industry to deliver transportation service for the disabled
- Strong community and stakeholder involvement, which provides a strong voice for clients/customers

### **C.2 Key Strategic Issues**

- Managing growth in demand for this service
- Managing the balance of bus and taxi service to ensure cost effectiveness and quality
- Addressing special needs driven by the health sector, so core ridership needs are not curtailed (e.g. dialysis, supervised transportation to long-term care facilities)
- Collaboration and co-ordination of services with local transit to divert as much demand as possible to fixed route service



## **D. *Mandate, Objectives and Actions***

### **D.1 Mandate and Objectives**

#### **Mandate:**

TransHelp's role is to provide transportation services to the residents of Peel unable to use conventional transit.

#### **Objectives:**

1. Provide transportation to disabled residents in Peel to have access to employment, medical and independent living opportunities in the community
2. Ensure residents of Peel, who are physically unable to access conventional transit, can travel with time and financial commitment comparable to the general public using local public transit services
3. Support a co-ordinated public transportation service in Peel by collaboration and partnership with public, private and non-profit transportation providers

### **D.2 Objectives and Actions**

1. **Provide transportation to disabled residents in Peel to have access to employment, medical and independent living opportunities in the community**
  - 1.1 Provide transportation services with the available resources
  - 1.2 Work with the TransHelp Advisory Committee to keep Council informed of the transportation needs of disabled residents and recommend appropriate allocation of resources to meet those needs
2. **Ensure residents of Peel, who are physically unable to access conventional transit, can travel with time and financial commitment comparable to the general public using local public transit services**
  - 2.1 Develop and maintain an advanced and accurate scheduling system
  - 2.2 Maintain a trip fare cost that is comparable to the local public transit service
3. **Support a co-ordinated public transportation service in Peel by collaboration and partnership with public, private and non-profit transportation providers**
  - 3.1 Develop a communication and liaison strategy between TransHelp and other transportation providers
  - 3.2 Continue to investigate and implement, where practical, transportation partnerships with private and non-profit providers

### **D.3 Service Principles**

The Regional Values function as TransHelp's service principles.

### **D.4 Strategic Plan Connection**

The objectives and actions in the TransHelp Service Strategy/Business Plan are consistent with and support the following Goals in the Region's strategic plan, *Directions for Success: Investing in Peel's Future*:

**Goal 2:** Assess and manage all aspects of growth that affect Peel.

**Goal 5:** Be a leader in the provision and co-ordination of Regional services.

**E. *Monitoring and Measuring the Service Strategy/Business Plan***

**E.1 Measurement of Objectives/Actions**

Contact the Commissioner of Social Services for details on the measurement of the objectives/actions.

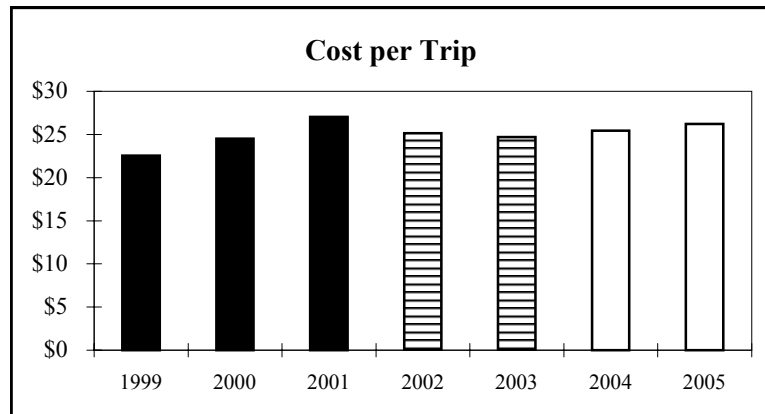
**E.2 Performance Targets**

For details on performance targets see Appendix I.

## E.3 Corporate Performance Measurement and Benchmarking

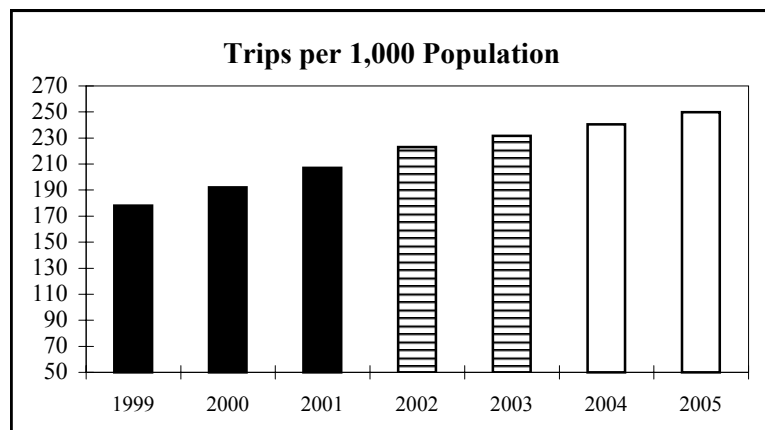
### 1. Program Efficiency

TransHelp cost per trip has been contained within inflation for the past decade. Gradual increase in unit costs are expected due to fuel, facility, taxi and wage costs. The objective is to remain competitive while addressing growth. Partnerships have been built with the public and private sectors to maximize use of available resources in the community, and this direction will be continued.



### 2. Community Impact

The IVR system has improved responsiveness to customers. The number of service trips is expected to increase over the next several years in correlation with Peel's natural population growth and with the increase in population needing dialysis care.



### 3. Data

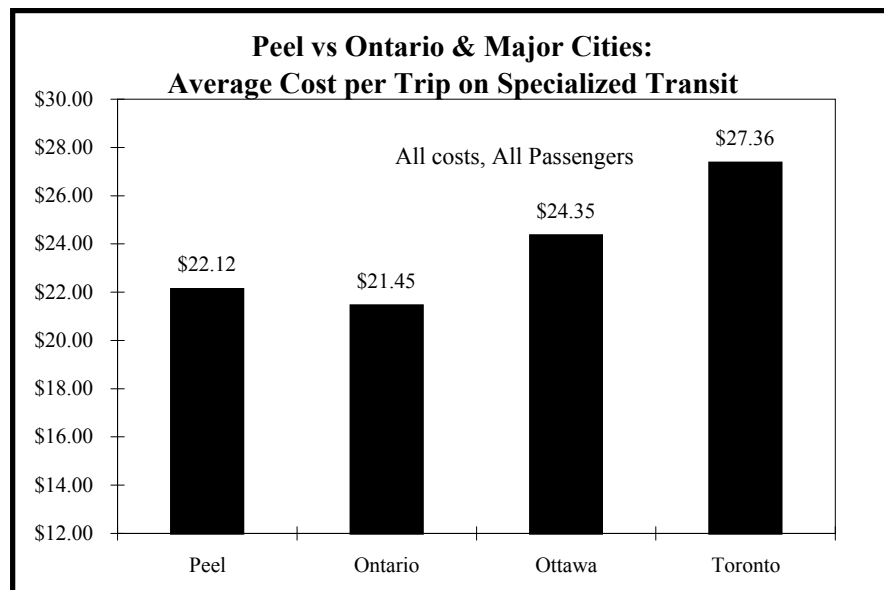
	Actual			Budget		Target	
	1999	2000	2001	2002	2003	2004	2005
<b>Program Efficiency:</b>							
Cost per trip	\$ 22.55	\$ 24.50	\$ 27.04	\$ 25.13	\$ 24.70	\$ 25.45	\$ 26.21
<b>Community Impact:</b>							
Trips per 1,000 population	178	192	207	223	232	240	250
<b>Source Information:</b>							
Total cost (\$ 000's)	\$ 3,749	\$ 4,516	\$ 5,511	\$ 5,642	\$ 5,880	\$ 6,419	\$ 6,805
No. of trips provided	166,230	184,308	203,850	224,500	238,000	252,280	267,417
Peel population	933,000	959,000	985,000	1,006,400	1,027,800	1,049,200	1,070,600

#### 4. Customer Service

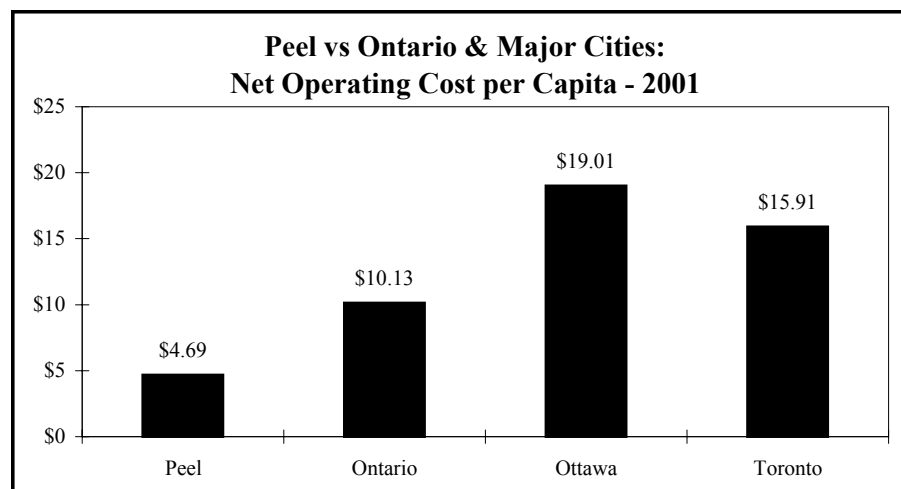
The TransHelp Advisory Committee provides ongoing input to the program from customers and is assisting management with informing and communicating with passengers. A passenger survey was completed by an independent firm in 2001 which indicated a high level of satisfaction with service quality.

#### 5. External Benchmarking

This information is the most current available and it shows the comparison of actual costs and operating efficiencies for the various Para-Transit properties in the province.



Source Information:  
2001 CUTA fact book



## **F. 2003 Financial Requirements Presentation**

### **F.1 Current Budget Introductory Comments/Analysis**

#### **Key Issues:**

TransHelp has budgeted to deliver 238,000 trips for 2003. The challenge is to maximize the number of trips delivered with the allocated financial resources. Growing service trip demands due to the increase in patients needing dialysis care adds to this challenge.

#### **Impact of Capital Budget on Operating Budget:**

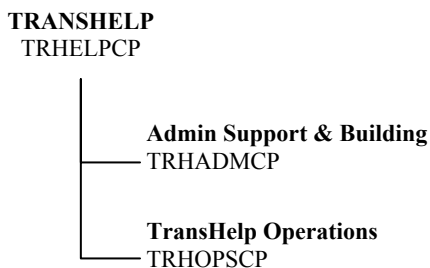
##### Bus Purchase / Replacements

In correlation with the increasing service trip demands, TransHelp's bus fleet will need to grow by two buses annually, with four buses to be replaced in 2003. The cost of the new bus purchases and bus replacements will be funded from existing Bus Replacement and Development Charges Reserves. TransHelp has allocated \$230,000 for contributions to reserves for 2003. The contributions will increase by \$22,000 annually from 2004 to 2012.

##### Facility Maintenance

It is expected that the TransHelp facility will require approximately \$881,000 in capital related expenditures from 2003 to 2012. The cost of the repairs will be funded from the Building Facility Reserve. TransHelp has allocated \$50,000 in contributions to reserves for 2003 and will increase the contribution level to \$75,000 annually from 2004 to 2012.

### **F.2 Financial Structure Chart – Current Budget**



### F.3 2003 Current Budget

#### 1. Activity Analysis

	Budgeted Total Cost	
	2003	Change from 2002
Admin Support and Building	1,327,078	255,685
Operations	4,552,641	(17,591)
Total Program Cost	<u>\$ 5,879,719</u>	<u>\$ 238,094</u>

#### 3.

	Budgeted Total Cost/Unit	
	2003	Change from 2002
	5.58	0.81
	19.13	(1.23)
	<u>\$ 24.71</u>	<u>\$ (0.42)</u>

#### 2. Account Analysis

	Budgeted Total & Net Cost	
	2003	Change from 2002
Goods & Services	2,953,047	211,746
Salaries & Wages	2,646,672	131,348
Capital Financing	280,000	(105,000)
Total Program Cost	5,879,719	238,094
Fees, Charges & Other	559,125	80,125
Net Program Cost	<u>\$ 5,320,594</u>	<u>\$ 157,969</u>

	Budgeted Units of Service	
	2003	Change from 2002
Bus Trips	142,800	9,090
Taxi Trips	95,200	4,410
Total Trips	<u>238,000</u>	<u>13,500</u>

#### 4. Budget Variance Explanation

	Net Program Costs Change from 2002
Increase in salaries and benefits due to the addition of new staff, cost of living adjustments and reintroduction of Ontario Municipal Employees Retirement System (OMERS) contributions	138,348
Decrease in contribution to the Vehicle Replacement Reserve due to new provincial funding, partly offset by an increase in contribution to the Facility Capital Reserve	(105,000)
Reduction of budgeted fuel expense to reflect actual expenditures	(105,000)
Increase in fare revenue due to higher volume of projected service trips and a per trip rate fare increase of \$0.25 (announced in 2002 after the finalization of 2002 Regional budget, therefore, 2002 budget does not include the announced fare increase)	(102,000)
Increase in costs due to utilities, higher cost of automobile and equipment repairs, higher facility maintenance costs and increase in administrative internal charges	104,197
Increase in costs to provide additional service trips	227,424
<b>Net Program Cost Variance</b>	<u><b>\$ 157,969</b></u>

# APPENDIX



**Appendix I: Measurement of Objectives/Actions**

**Objective:** Provide transportation to disabled residents in Peel, to have access to employment, medical and independent living opportunities in the community

Actions	Performance Targets
1.1 Provide transportation services with the available resources	<ul style="list-style-type: none"> <li>Budgeted versus actual trips</li> <li>Budgeted versus actual expenditures</li> </ul>
1.2 Work with the Advisory Committee to keep Council informed of the transportation needs of disabled residents and recommend appropriate allocation of resources to meet those needs	<ul style="list-style-type: none"> <li>Approved growth of service</li> <li>Appointment booking delays</li> </ul>

**Objective:** Ensure residents of Peel who are physically unable to access conventional transit, can travel with time and financial commitment comparable to the general public using local public transit services

Actions	Performance Targets
2.1 Develop and maintain advance and accurate scheduling system	<ul style="list-style-type: none"> <li>• Trips per hour</li> <li>• Rider wait times</li> <li>• Monitor complaints</li> </ul>
2.2 Maintain a trip fare cost that is comparable to the local public transit service	<ul style="list-style-type: none"> <li>• Monitor faring systems of conventional systems</li> </ul>

**Objective:** Support a co-ordinated public transportation service in Peel by collaboration and partnership with public, private and non-profit transportation providers

Actions	Performance Targets
3.1 Develop a communication and liaison strategy between TransHelp and other transportation providers	<ul style="list-style-type: none"> <li>• Monitor ridership levels on conventional transit</li> </ul>
3.2 Continue and investigate and implement where practical transportation partnerships with private and non-profit providers	<ul style="list-style-type: none"> <li>• Maintain a taxi to bus ratio of 40:60</li> <li>• Monitor ridership on other providers (e.g. Red Cross, etc.)</li> </ul>

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# **CHILDREN'S SERVICES**

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For F.4 to F.5 (inclusive), please refer to the Children's Services section of the 2003 Capital Budget and 2004–2012 Capital Forecast document.

## **A. Background**

### **A.1 Preparing the Service Strategy/Business Plan**

The introduction of the corporate planning process provided an opportunity for Children's Services to re-evaluate the 2001-2003 business plans in relationship to the broader planning process.

This Service Strategy/Business Plan was developed by a Children's Services team, which consisted of:

Lorna Reid, Director  
Jan Graves, Manager, Directly Operated Child Care Centres  
Sonia Pace, Manager, Service Access  
Gunta Jurevics-Lawson, Manager, Child Care Service System  
Wendy Priddle, Project Co-ordinator  
Trish Malone, Policy Analyst  
Kathy Higgins, Administrative Co-ordinator

In addition to the meetings held to create the document, the team was involved in a two-day excellence assessment, which contributed to the development of the objectives and actions.

### **A.2 Key Contacts**

David Szwarc, Commissioner, Social Services  
905-791-7800, ext. 4939  
[szwarcd@region.peel.on.ca](mailto:szwarcd@region.peel.on.ca)

Lorna Reid, Director, Children's Services  
905-791-7800, ext. 3811  
[reidl@region.peel.on.ca](mailto:reidl@region.peel.on.ca)

### **A.3 Additional Information**

Children's Services first business plan and organization strategy was developed in 1997. In the spring of 2000, a review of the 1997 plan, and extensive consultation with staff, resulted in new objectives and actions. This previous work served as a good foundation for this Service Strategy/Business Plan.

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## **B.2 Profile of Current Services**

### **Service Access**

This involves management of the financial assessment process for fee subsidy eligibility for 3,600 families who require assistance in paying the cost of child care. The waitlist for approximately 2,500 children and over 350 programs in collaboration with community partners and 160 child care providers for working parents, students, children with special needs, teen parents and families with other financial and social needs are managed through this service. This service also includes ongoing monitoring of child care costs, parent fees, and internal and revenue collection process.

### **Service System Management**

This work involves management of contractual relationships with approximately 160 service providers, six special needs resource programs and seven family resource centres. It also includes providing leadership for community planning and service co-ordination, allocating one-time health and safety funding, implementing the wage subsidy program and serving as the host agency for the Ontario Early Years initiative, which provides supervision and administrative support. This area is also accountable for financial tracking and service level reviews.

### **Support Services**

There are several essential components to this service, including staff training, co-ordinating development and provision of written, verbal and electronic information and document management, policy development and review, research and community development as well as project leadership and special function planning. Client billing and payment, including payments to service providers, is managed through the financial unit.

### **Directly Operated Child Care**

This involves operating 11 child care centres throughout Brampton and Mississauga for 760 children, aged 18 months to six years. These centres provide inclusive programming for over 66 children with special needs. An active learning environment based on children's interests is achieved through the implementation of the High/Scope curriculum, which requires continuous teacher training and accreditation. Staff also work closely with parents through parenting courses, workshops and focus groups.

### **B.3 Description of Clients/Customers**

#### **Children**

Children, birth to 12 years, accessing child care services or family resource programs and children up to 18 years accessing special needs services

#### **Families**

Parents, guardians, grandparents and/or caregivers of children who are accessing or are waiting for child care services, special needs resourcing or family resource programs

#### **Service Providers**

Operators, agencies and individuals that have a contractual relationship with the Region of Peel for wage subsidy and/or fee subsidy, one-time funding and operational funding

#### **Partners and Stakeholders**

In order to serve the ultimate client, the child, Children's Services works with a range of community agencies, community groups and organizations, as well as all levels of government.

#### **Internal Departments**

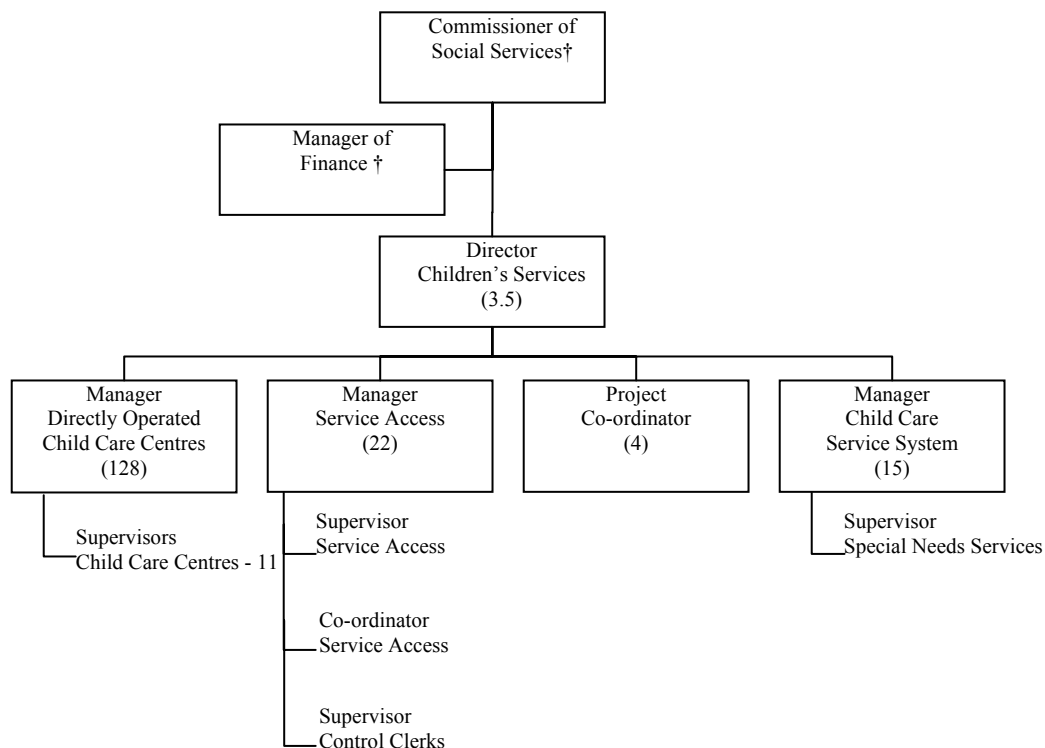
Various services are provided in collaboration with all Regional departments.

#### **Students**

Training and placement opportunities are provided to individuals enrolled in Early Childhood Education and other training programs.

## B.4 Overall Organization Structure

### Children's Services



**Total Full-Time Equivalent (FTE)= 172.5**  
**(reflects Council approved positions only)**

**Note:**

All positions listed have supervisory responsibilities

( ) denotes all FTE in the group including the boxed position.

† Also serves Ontario Works and TransHelp. FTE for these positions are reflected in the Ontario Works Program.

In addition to the positions noted above, Children's Services manages 95 supply/contract individuals.

## B.5 Significant Recent Activities/Initiatives

- Journey to High/Scope implementation – 15 individuals completed the initial Lead Teacher Training Program (LTP) in 2001 and 16 additional staff have received corporate funding to attend training in 2002

- Received the Innovation Award for Creative Solutions for the High/Scope program initiative through the Together We're Better Awards program in 2001
- Developed a High/Scope focused professional resource room, for service providers and opened it in September 2002
- Completed first phase of playground retrofit to meet Canadian Safety Association (CSA) standards in 2001
- Received funding from Human Resources Development Canada (HRDC) and Ontario Early Years Challenge Fund (OEYCF) to implement the Open the Door Initiative, which is a six month pilot program where unemployed single parent participants will gain work experience in a Directly Operated Child Care Centre (DOCCC), concurrent with life skills training opportunities
- Engaged in extensive consultation with community members to develop the Child Care Service Management Plan (CCSMP) for Peel which is at [www.region.peel.on.ca/childcar/pubs/serv-manag-plan-2001.htm](http://www.region.peel.on.ca/childcar/pubs/serv-manag-plan-2001.htm)
- Submitted the CCSMP to the Ministry of Community, Family and Children's Services (MCFCS) in 2001 and updated it in 2002. Service gaps and opportunities were identified with many of the objectives being achieved.
- Established a funding partnership with Peel Children's Aid Society to provide a preventative Early Childhood Education and Care program so that children at risk can remain in their homes
- Made priority placements available for teen parents and women in shelters
- Negotiated fee subsidy agreements with two recreation providers for children 6-12 years of age
- Increased number of cross-jurisdictional agreements with other Consolidated Municipal Service Managers (CMSM)
- In collaboration with Ontario Works and Health, Children's Services provided priority access for approximately 40 Families First participants with formal child care, providing summer school age recreational services to over 90 children
- Increased funding for health and safety improvements in licensed child care programs
- Reallocated small amount of wage subsidy money based on input from service providers
- Provided one-time funding for classroom assistants to ensure continued child care for children with special needs. This funding is cost shared with MCFCS
- In partnership with the United Way of Peel, provided funding for Early Years Initiatives

## **C. Trends and Issues**

### **C.1 Emerging Trends**

- Rapidly increasing child population
- Increased demand for inclusive programs and services (multicultural, special needs, alternative family units, life styles and income levels)
- Components of the population are highly transient
- Ongoing erosion of funding from the provincial government
- Increased pressure on corporate sector, the Region, volunteers and community organizations to provide services
- Increased stress due to behavioural issues and income/affordability issues
- Increase in the number of women in the workforce, the number of working single parents and the number of families where both parents work
- Service sector (i.e. fast food industry, retail) dominates job growth, whereby employees are paid at the minimum wage rate, with a natural consequence being an increase in part-time work and multiple jobs
- Non-traditional hours of work (i.e. shift work, evening part-time work)
- Infrastructure for new housing developments does not include provision for child related services
- Increased recognition of the importance of the early years
- Increase in high risk family violence/shelter referrals requiring need for emergency child care (i.e. homelessness, emergency shelters and teen parents)
- Increase in children with special needs, including behavioural attention and learning problems, asthma and allergies
- Increased demand for accountability in a climate of resistance

### **C.2 Key Strategic Issues**

- Managing a fee subsidy program
- Providing responsive high quality service in Directly Operated Child Care Centres
- Managing effectively in an inadequately funded children's services system
- Becoming a recognized leader in the management and delivery of child care services
- Working collaboratively through effective partnerships

Appendix I provides more details on the unmet needs for each client/customer group.

## **D. Mandate, Objectives and Actions**

### **D.1 Mandate and Objectives**

#### **Mandate:**

The Children's Services program provides leadership in the effective planning, management and delivery of a wide range of high quality child care and education services.

#### **Objectives:**

1. Managing a comprehensive child care service system
2. Managing an accessible, subsidized child care system
3. Providing high quality service in Directly Operated Child Care Centres
4. Becoming a recognized leader in the area of children's services

### **D.2 Objectives and Actions**

#### **1. Manage a comprehensive child care service system**

- 1.1 Maintain an effective child care plan
- 1.2 Seek advice from stakeholders on service needs and program directions
- 1.3 Review and develop business processes for the program
- 1.4 Develop and implement an accountability mechanism to evaluate the child care service system
- 1.5 Advocate for our fair share of federal and provincial resources to meet the child care needs of Peel
- 1.6 Increase community capacity through partnerships

#### **2. Manage an accessible, subsidized child care system**

- 2.1 Determine the need for subsidized child care in the Region of Peel
- 2.2 Determine child care service priorities
- 2.3 Develop a service plan for subsidized child care equity
- 2.4 Ensure that subsidy dollars are allocated through a rigorous verification process
- 2.5 Enhance the computerized Ontario Child Care Management System (OCCMS)

#### **3. Provide high quality service in Directly Operated Child Care Centres**

- 3.1 Provide programs which recognize the importance of the early years of child development
- 3.2 Develop a long-term planning strategy for Directly Operated Child Care Centres



- 3.3 Attract and retain high quality staff and volunteers
- 3.4 Develop a strategy to promote the Region's child care services
- 3.5 Provide a responsive, flexible, inclusive program that reflects the needs of families

**4. Become a recognized leader in the area of children's services**

- 4.1 Consistently analyze, benchmark and communicate client needs and service performance
- 4.2 Assess provincial directions in the context of the Region of Peel's priorities
- 4.3 Play a leadership role in advocating common objectives and interests for the entire child care system
- 4.4 Work collaboratively through effective partnerships
- 4.5 Provide a range of child care services that meet the multiple needs of the diverse population

Appendix II provides information on the tasks for each Action.

**D.3 Service Principles**

In support of the Regional Values, Children's Services has the following service principles:

- Committed to providing high quality child care and early education services to support the residents of the Region of Peel
- Value the diversity of Peel Region and believe that supports and services must be offered in an inclusive and culturally sensitive manner
- Believe children have a right to a caring, intellectually stimulating environment, which enhances their quality of life
- Encourage informed participation by parents in making decisions regarding their child's development and well being
- Believe that an important part of our service is performed in collaboration with community partners who care for, teach and protect children
- Believe that our experience and the competence of our employees are our most valuable resources and are committed to promoting a continuous learning environment

#### **D.4 Strategic Plan Connection**

The objectives and actions in the Children's Services Service Strategy/Business Plan are consistent with and support the following Goals in the Region's strategic plan: *Directions for Success: Investing in Peel's Future:*

**Goal 1:** Improve the community's health, social well-being and safety.

**Goal 4:** Contribute to a vibrant and diverse regional economy.

**Goal 5:** Be a leader in the provision and co-ordination of Regional services.

**E. *Monitoring and Measuring the Service Strategy/Business Plan***

**E.1 Measurement of Objectives/Actions**

Contact the Director of Children's Services for details on the measurement of the objectives and actions.

**E.2 Performance Targets**

**1. 2002**

- To update the CCSMP and confirm or adjust strategic directions
- To seek advice from stakeholders on service needs and program directions by initiating networking and/or focus groups with consumers and service providers across the service sector
- To establish an enhanced policy and planning capacity
- To implement and monitor the allocations process for one time funding including Health and Safety, and Early Years initiatives
- To increase awareness of rural child care services needs
- To work with other Human Service Providers and the MCFCS to develop a co-ordinated eligibility determination and verification process
- To implement parent education and support programs in partnership with community agencies
- In consultation with community stakeholders, develop a policy to support the reallocation of any one-time and ongoing wage subsidy that may become available over time
- To initiate discussions with the board of education to develop joint strategies to find more space for school age child care programs and to resolve issues related to transportation particularly with busing to and from child care
- To provide direct support to local service providers in the areas of quality assurance, financial management, community development and identification of, and interim planning for children with special needs
- To investigate options for the provision of centre based care for shift workers
- To investigate the feasibility of a mentoring program for mothers of young children who are in receipt of Ontario Works benefits

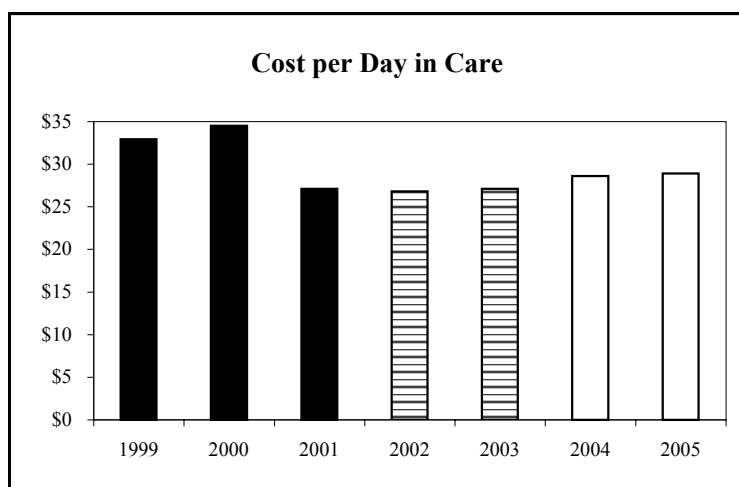
**2. 2003**

Appendix II provides information on 2003 Performance Targets.

## E.3 Corporate Performance Measurement and Benchmarking

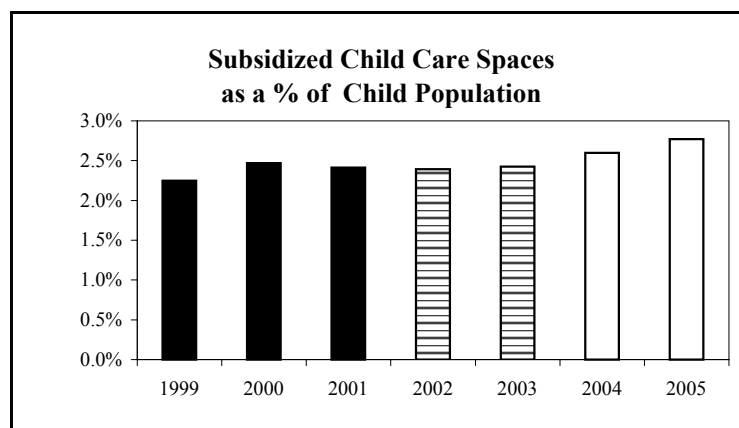
### 1. Program Efficiency

The average per diem cost decreased in 2001 due to the transfer of fee subsidy management from Family Day Care Services. The average cost per day will increase in the subsequent years due to inflation. A net increase of 80 spaces will be added to the service system in 2003. The Child Care Plan has identified a need for growth of 3 per cent annually to keep pace with population growth and previously unmet needs.



### 2. Community Impact

Demand for fee subsidy continues to be influenced by population growth, transitions from Ontario Works to regular fee subsidy, referrals from provincial screening programs for special needs resourcing and growing numbers of children at risk for child protection and homelessness.

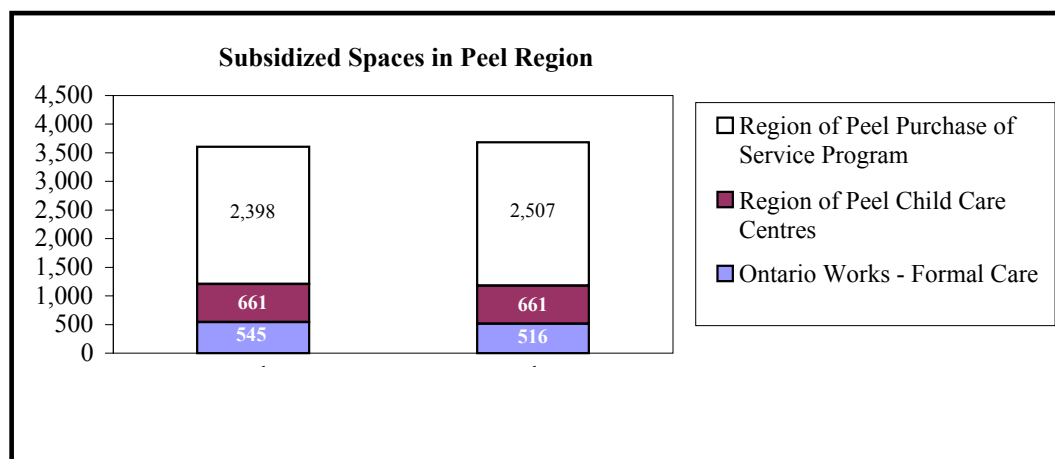
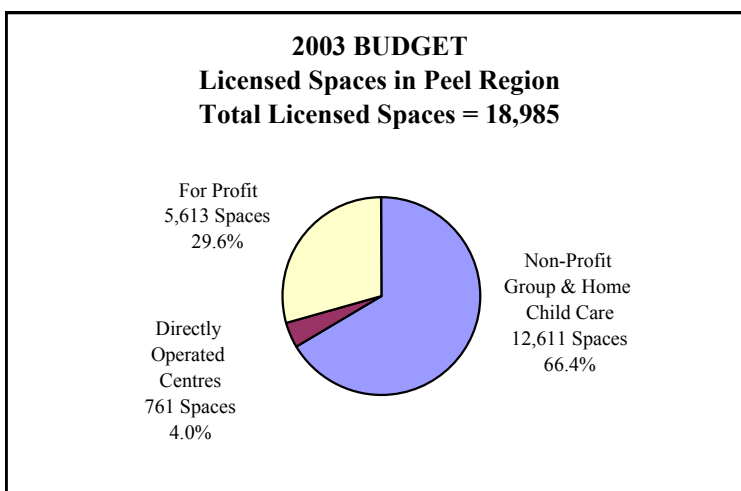
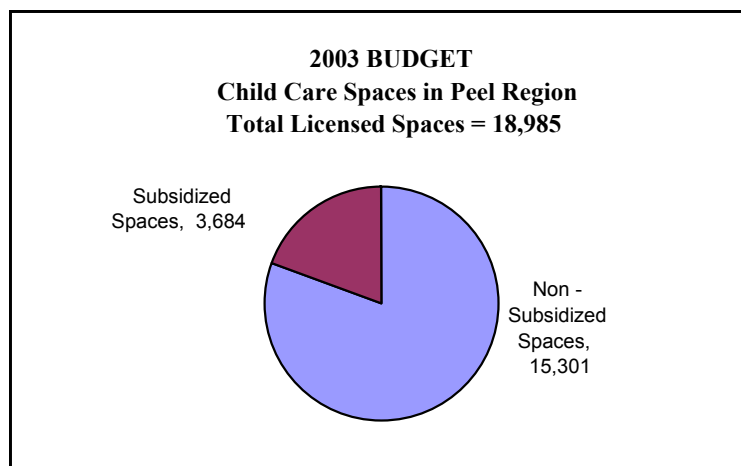


### 3. Data

	Actual			Budget		Target	
	1999	2000	2001	2002	2003	2004	2005
<b>Program Efficiency:</b>							
Cost per day in care	\$32.92	\$34.51	\$27.10	\$26.81	\$27.12	\$28.61	\$28.91
<b>Community Impact:</b>							
Subsidized child care spaces as a % of child population	2.2%	2.5%	2.4%	2.4%	2.4%	2.6%	2.8%
<b>Source Information:</b>							
Total cost (\$000's)	\$21,089	\$35,288	\$37,038	\$36,348	\$38,706	\$41,544	\$44,467
Total subsidized spaces	3,207	3,604	3,604	3,604	3,684	3,984	4,284
Total cost less child care serv. agency payments (\$000's)	\$18,659	\$18,470	\$25,396	\$25,122	\$25,976	\$29,636	\$32,202
Number of days in care	566,794	535,253	937,040	937,040	957,840	1,035,840	1,113,840
Peel child population	142,540	145,893	149,246	150,613	151,980	153,346	154,713

#### 4. Customer Service

Children's Services continues performance measurements for activities undertaken by the business units. These compare favourably with the best practices of other similar organizations. A baseline was established through operating criteria and other assessments in Directly Operated Programs. These assessments are used throughout the Peel community and in other municipalities.



#### 5. External Benchmarking

Benchmarking activities across the Greater Toronto Area for children's services have been deferred until the OCCMS has been completed.

**F. 2003 Financial Requirements Presentation**

**F.1 Current Budget Introductory Comments/Analysis**

**Key Issues:**

Listed below are some budgetary challenges for 2003 for Children's Services.

- Inflationary pressures resulting in increased cost of delivering child care services. Salaries and benefits, child care program costs and administration expenses are continually increasing.
- Available provincial subsidy will increase slightly for 2003; however, Regional costs have outpaced the provincial subsidy increase, resulting in higher reliance on Regional funding.
- With the growing child population, there is an increasing need for more child care spaces. Currently, there is a waiting period of up to 18 months for fee subsidy.
- Maintaining the recommended ratio between the number of children in child care and qualified early child care educators is a challenge as there has not been an increase in the number of complement staff.

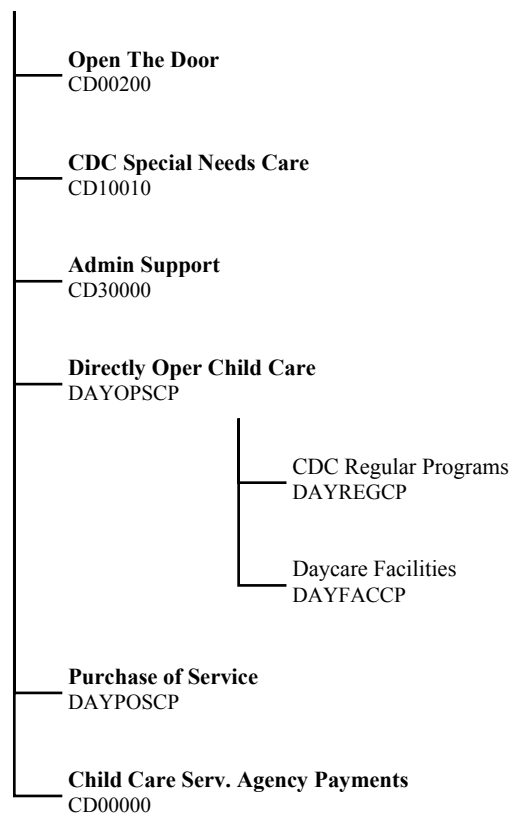
**Impact of Capital Budget on Operating Budget:**

Children's Services has increased its contribution to Facility Capital Reserve to \$400,000 per year to sustain the Property Services recommended capital 10-year plan. This represents an increased cost of \$239,000 per year.

As the age of Regionally operated facilities increase, more preventative maintenance work will be required.

## F.2 Financial Structure Chart – Current Budget

### CHILDREN'S SERVICES SOCDAYCP



### F.3 2003 Current Budget

1. Activity Analysis	Budgeted Total Cost		3.	Budgeted Total Cost/Unit	
	2003	Change from 2002		2003	Change from 2002
Administration	3,293,778	194,086		10.19	0.37
Provincial Transfer	11,560,935	335,073		35.77	0.20
Special Needs	789,168	191,937		2.44	0.55
Open the Door	418,891	418,891		1.30	1.30
Directly Operated Ctrs.	9,483,594	1,243,274		29.34	3.23
Purchase of Service	13,159,483	(25,305)		40.72	(1.06)
Total Program Cost	\$ 38,705,849	\$ 2,357,956		\$ 119.76	\$ 4.59

2. Account Analysis	Budgeted Total & Net Cost			Budgeted Units of Service	
	2003	Change from 2002		2003	Change from 2002
Goods & Services	17,801,394	1,304,801	Brampton	104,600	3,800
Salaries & Wages	10,224,452	1,198,807	Caledon	17,200	600
Capital Financing	400,000	239,000	Mississauga	201,400	3,200
Grant Payments	10,280,003	(384,652)	Total Households	323,200	7,600
Total Program Cost	38,705,849	2,357,956			
Fees, Charges & Other	2,301,824	351,824			
Subsidies	27,523,903	1,435,615			
Net Program Cost	\$ 8,880,122	\$ 570,517			

#### 4. Budget Variance Explanation

#### Net Program Costs

Change from  
2002

The Purchase of Service Program includes purchase of childcare spaces for regular programs and the Learning, Earning and Parenting Program (LEAP). This program is funded by provincial subsidy and National Child Benefits (NCB). For 2003, additional NCB funding will be used to offset costs.

(430,398)

Costs in our directly operated centres have increased due to salary rate increases, increased facility operating costs, enhancements to program quality and increased contributions to the facility capital reserve.

928,978

Increased costs in special care needs and child care service agency payments are partially offset by additional sources of revenue.

71,937

#### Net Program Cost Variance

**\$ 570,517**



# APPENDIX

## Appendix I: Clients/Customers Unmet Needs

Client/Customer Needs				
Description of Program Provided	Key Clients/Customers Served	Services Used by Clients/Customers	Description of Service	Client/Customer Unmet Needs
<b>Service Access</b>	<ul style="list-style-type: none"> <li>Families</li> <li>Partners and Stakeholders</li> <li>Service Providers</li> <li>Internal Departments</li> </ul>	<ul style="list-style-type: none"> <li>Fee assistance</li> <li>Priority fee assistance for high risk clients</li> <li>A variety of licensed child care options</li> <li>Recreation programs</li> <li>Child care information</li> <li>Support service for special needs placements</li> <li>Interdepartmental services</li> </ul>	<ul style="list-style-type: none"> <li>Fee assistance spaces for families who require assistance in paying the cost of child care</li> <li>Access to various child care programs</li> <li>Waitlist management</li> <li>Monitoring of child care costs, parent fees</li> <li>Payment/billing system, revenue collection</li> </ul>	<ul style="list-style-type: none"> <li>Affordable, flexible care child</li> <li>Transportation assistance</li> <li>Demand for subsidized child care far exceeds supply</li> <li>Funding for increased operator costs</li> </ul>
<b>Directly Operated Child Care</b>	<ul style="list-style-type: none"> <li>Children</li> <li>Families</li> <li>Students</li> </ul>	<ul style="list-style-type: none"> <li>Provision of child care spaces</li> <li>Safe, convenient, high quality care</li> <li>Variable hours of care</li> </ul>	<ul style="list-style-type: none"> <li>Licensed child care; special needs resourcing</li> <li>High/Scope curriculum</li> <li>Student placement opportunities</li> <li>Parent support and education</li> <li>High quality inclusive child care and education</li> </ul>	<ul style="list-style-type: none"> <li>Variable hours of care</li> <li>Gap in service between 12 months and 18 months</li> <li>Transportation assistance for licensed care</li> <li>Security system</li> </ul>

<b>Service System Management</b>	<ul style="list-style-type: none"> <li>• Service Providers</li> <li>• Partners and Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Contract management</li> <li>• Special needs resourcing</li> <li>• Health and safety funding</li> <li>• Wage subsidy</li> <li>• Quality assurance</li> <li>• Program evaluation and development</li> <li>• Resource centre funding</li> </ul>	<ul style="list-style-type: none"> <li>• Service contracts for wage and fee subsidy</li> <li>• Funding for special needs programs and service level review</li> <li>• Funding for Family Resource Centres and service level review</li> <li>• Review and approve one-time health and safety requests</li> <li>• Evaluate programs and provide input for ongoing improvement and development to meet quality standards</li> <li>• Service system planning</li> <li>• Community networks</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing and increased funding</li> <li>• Streamlined reporting procedures</li> </ul>
<b>Support Services</b>	<ul style="list-style-type: none"> <li>• Families</li> <li>• Partners and Stakeholders</li> <li>• Employees</li> <li>• Internal Departments</li> </ul>	<ul style="list-style-type: none"> <li>• Information</li> <li>• Billing and payments</li> <li>• Policy development and review</li> <li>• Community development research and development</li> <li>• Project management</li> </ul>	<ul style="list-style-type: none"> <li>• Written, verbal and electronic child care and education information and referral</li> <li>• Accounts receivable for Directly Operated Child Care Centres</li> <li>• Processing of payments to service providers</li> </ul>	

## Appendix II: Objectives, Actions and Tasks

<b>Objective: Managing a comprehensive child care service system</b>	
<b>Actions</b>	<b>Tasks</b>
1.1 Develop and maintain an effective child care plan	<ul style="list-style-type: none"> <li>Identify the number and ranges of child care services, resource centres, special needs services and related social services available in Peel Region</li> <li>Develop and maintain an overview of the child care service system</li> <li>Assess the local needs and develop service recommendations</li> <li>Incorporate service information into provincial funding requests</li> </ul>
1.2 Seek advice from stakeholders on service needs and program directions	<ul style="list-style-type: none"> <li>Plan and implement a community consultation process</li> <li>Develop a community advisory network of key stakeholders</li> <li>Initiate focus groups with consumers and service providers</li> </ul>
1.3 Establish an enhanced policy and planning capability	<ul style="list-style-type: none"> <li>Hire a community planning/policy analyst</li> <li>Interpret provincial directions</li> <li>Develop a policy manual for each business unit</li> <li>Research current needs and best practices</li> </ul>
1.4 Develop and implement an allocations process for health and safety funding	<ul style="list-style-type: none"> <li>Identify “in year” unspent monies for all service providers</li> <li>Determine the health and safety needs</li> <li>Develop priorities</li> <li>Monitor the expenditures</li> </ul>
1.5 Develop and implement an accountability mechanism to evaluate the child care service system	<ul style="list-style-type: none"> <li>Review service system performance relative to system targets</li> <li>Follow-up on non-compliance issues to ensure service providers adherence to program and quality service standards</li> <li>Monitor operations of agencies as specified according to service agreements</li> </ul>
1.6 Advocate for our fair share of federal and provincial resources to meet the child care needs of Peel	<ul style="list-style-type: none"> <li>Work with Ontario Municipal Social Services Association members to address issues of concern to Consolidated Municipal Service Managers</li> <li>Work with Regional officials to build awareness and support needs at the local level</li> <li>Develop an education awareness program for the new Regional Council</li> <li>Work with community planning groups in the development of proposals/ services to meet the identified needs of children up to 12 years of age and their families</li> </ul>

<b>Objective: Managing an accessible, subsidized child care system</b>	
<b>Actions</b>	<b>Tasks</b>
2.1 Determine the need for subsidized child care in Peel Region	<ul style="list-style-type: none"> <li>• Participate in Regional and community planning processes that involve child care services</li> <li>• Analyze provincial directives and their impact on fee subsidy</li> <li>• Monitor growth and employment trends locally, provincially and nationally</li> </ul>
2.2 Determine child care service priorities	<ul style="list-style-type: none"> <li>• Work collaboratively with key service providers to ensure needs are included and are within local priorities, and are in balance with the Ministry of Community, Family and Children's Services directives</li> <li>• Undertake annual survey of clients to understand needs</li> <li>• Increase awareness of rural child care needs</li> </ul>
2.3 Develop a service plan for subsidized child care equity	<ul style="list-style-type: none"> <li>• Enter into agreements with qualified operators in new developments</li> <li>• Identify and address geographic, age and language equity issues for child care</li> <li>• Encourage contracts for flexible child care options</li> <li>• Analyze mapping information of subsidized space allocation</li> <li>• Work with other Regional human service providers and the province to develop a co-ordinated eligibility determination and verification process</li> </ul>
2.4 Ensure that subsidy dollars are allocated through a rigorous verification process	<ul style="list-style-type: none"> <li>• Undertake ongoing updates of fee subsidy practices and policies</li> <li>• Ensure eligibility criteria are adhered to and are clearly documented</li> <li>• Establish a policy and procedure for the recovery of child care fees</li> </ul>
2.5 Implement and enhance the computerized Ontario Child Care Management System	<ul style="list-style-type: none"> <li>• Provide input to the Ministry of Community, Family and Children's Services on enhancements to the system</li> <li>• Complete the implementation strategy to operationalize the system</li> <li>• Provide staff training</li> </ul>

<b>Objective: Providing high quality service in Directly Operated Child Care Centres</b>	
<b>Actions</b>	<b>Tasks</b>
3.1 Provide programs which recognize the importance of the early years of child development	<ul style="list-style-type: none"> <li>• Implement High/Scope curriculum in all Directly Operated Programs</li> <li>• Continue High/Scope training for all Directly Operated Child Care Centre staff</li> <li>• Implement parent education and support programs</li> <li>• Develop a volunteer program</li> </ul>
3.2 Continue to improve child care programs and services	<ul style="list-style-type: none"> <li>• Ensure operating criteria and High/Scope assessments tools are used to evaluate the Directly Operated Child Care Centres annually</li> <li>• Conduct client focus groups to identify needs and satisfaction and evaluate feedback</li> <li>• Continue to maintain and improve the Direct Operated Child Care Centres' physical infrastructure</li> <li>• Develop a strategy for complement staff to meet provincial staff/child ratios in Direct Operated Child Care Centres</li> <li>• Initiate a program of staff rotations among the Direct Operated Child Care Centres</li> </ul>
3.3 Provide ongoing, up-to-date child care training programs for all staff and volunteers	<ul style="list-style-type: none"> <li>• Identify training and development required for all staff</li> <li>• Hire a Direct Operated Child Care Centre consultant with responsibility for training</li> <li>• Develop a training calendar</li> <li>• The curriculum committee to identify internal and external training opportunities</li> <li>• Develop a volunteer training program</li> </ul>
3.4 Develop a strategy to promote the Region's child care services	<ul style="list-style-type: none"> <li>• Organize two events annually to profile the Region's child care programs</li> <li>• Create a comprehensive marketing and advertising plan to promote our programs and services</li> </ul>
3.5 Provide a responsive, flexible, inclusive program that reflects the needs of families	<ul style="list-style-type: none"> <li>• Meet provincial requirements for hours of care</li> <li>• Develop a business plan including a new rate schedule</li> <li>• Review and update policies and curriculum to ensure they reflect the ethno-cultural mix of our clients and workforce</li> <li>• Investigate creative options to meet the child care needs of our families</li> <li>• Develop options for Regional staff workplace child care</li> <li>• Determine parent preferences for child care programs</li> </ul>

<b>Objective: Becoming a recognized leader in the area of children's services</b>	
<b>Actions</b>	<b>Tasks</b>
4.1 Achieve consistently high ratings in quality assurance measures in the child care services provided by Peel Region	<ul style="list-style-type: none"> <li>Undertake internal and external benchmarking including:               <ul style="list-style-type: none"> <li>Operating criteria</li> <li>High/Scope Program Quality Assessment</li> </ul> </li> <li>National Quality Institute</li> <li>Client satisfaction surveys</li> <li>Corporate Performance Objectives</li> <li>Apply performance measurements in core businesses at all levels</li> </ul>
4.2 Participate in provincial forums to develop child care policies	<ul style="list-style-type: none"> <li>Active participation in Ontario Municipal Social Services Association policy and networking committees and work groups</li> <li>Lobby for inclusion in provincial/municipal consultations</li> <li>Ontario Coalition for Better Child Care link for current information</li> <li>Involving Children's Services Program in the Queen's Institute for International Policy</li> <li>Take initiative to approach the province on specific issues related to policy and funding</li> </ul>
4.3 Develop pilot programs to test provincial directions	<ul style="list-style-type: none"> <li>Re-apply for fraud pilot funding</li> <li>Develop a pilot model for flexible hours per subsidy regulation changes</li> <li>Complete Geographic Information System mapping to support all planning processes</li> <li>Explore school age flexible care with recreation service providers</li> </ul>
4.4 Play a leadership role in advocating common objectives and interests for the entire child care system	<ul style="list-style-type: none"> <li>Continue to advocate for Fair Share</li> <li>Lead child care planning process</li> <li>Collaborate with health services and the Early Years Steering Committee to ensure child care representation in the new funding programs</li> <li>Review delivery of resource centres and special needs preschool resourcing</li> <li>Participate in Ontario Child Care Management System user group and in the planning group for the Child Care Data Warehouse</li> </ul>
4.5 Work collaboratively through effective partnerships	<ul style="list-style-type: none"> <li>Maintain financial and in kind support of Child Care into Peel</li> <li>Participate on Early Years Peel, Keep on Track, Success by Six, Making Services Work for People, Families First Committees as well as various committees of Child Development Resource Connection Peel (formerly Peel Child Care Committee)</li> </ul>
4.6 Act as the host agency for Early Literacy Specialists and Data Analysis Co-ordinators	<ul style="list-style-type: none"> <li>Recruit, house and manage two Early Literacy Co-ordinators and two Data Analysis Co-ordinators, ensuring that their work supports the goals of the Ontario Early Years Initiatives and Children's Services</li> </ul>

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For F.4 to F.5 (inclusive), please refer to the Public Health section of the 2003 Capital Budget and 2004–2012 Capital Forecast document.

## **A. Background**

### **A.1 Preparing the Service Strategy/Business Plan**

The process for preparation of this Service Strategy/Business Plan began with a forum for Regional Council on April 4, 2002, and concluded with the development of the budget for 2003 in August 2002. Steps included an environmental scan, completion of a two-day excellence assessment, consultation with stakeholders, identification of emerging trends and key issues and the development of a mandate, supporting objectives and actions.

The Department Management Team led the process. All supervisory and management staff participated in the development of the emerging trends, key issues, mandate and objectives, and ensured opportunity for input from all staff.

### **A.2 Key Contacts**

Peter Graham, Commissioner  
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[peter.graham@region.peel.on.ca](mailto:peter.graham@region.peel.on.ca)

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[nadolnyd@region.peel.on.ca](mailto:nadolnyd@region.peel.on.ca)

### **A.3 Additional Information**

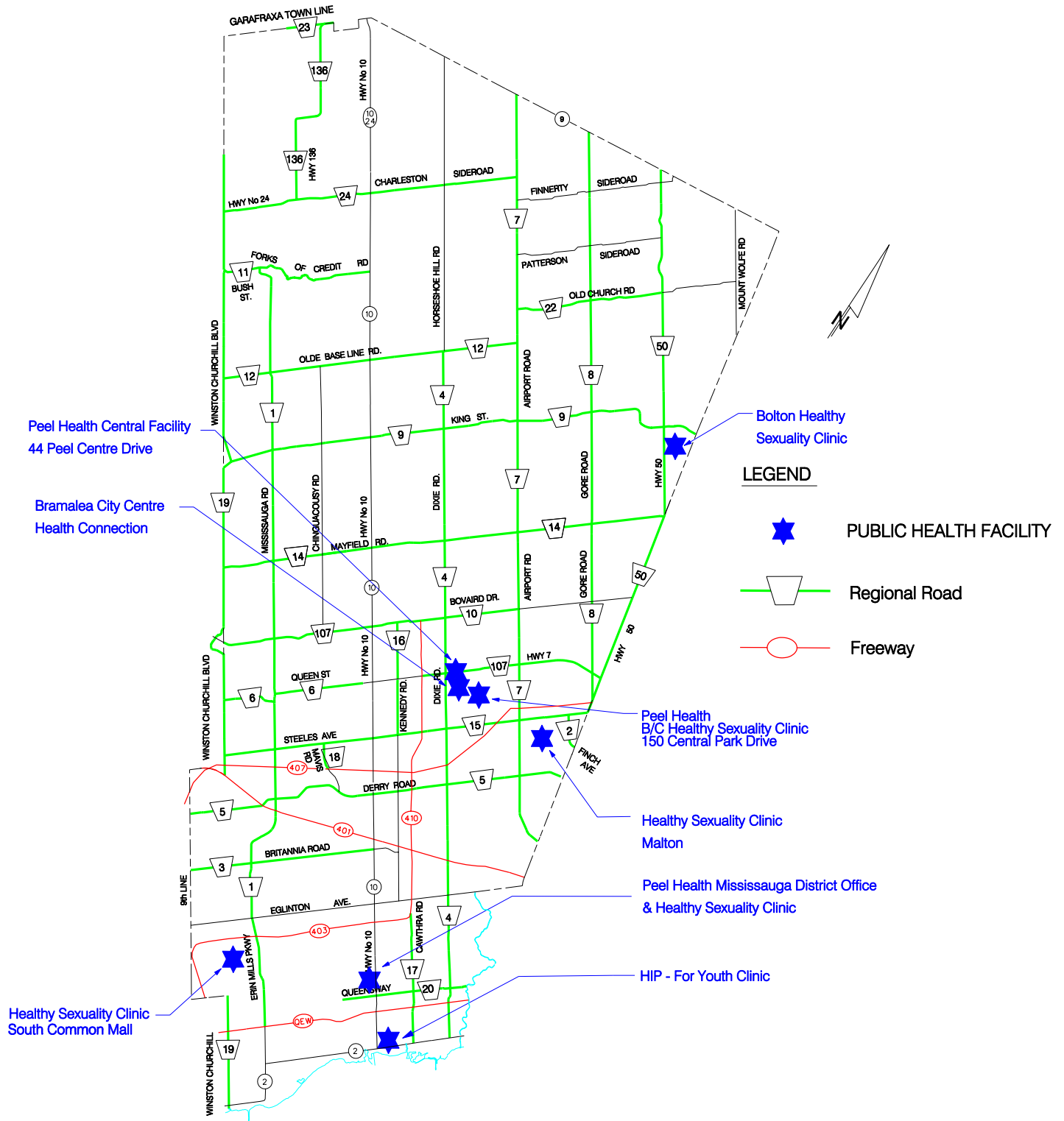
The Service Strategy/Business Plan for Peel Public Health builds on *Well Beyond 2000 – Peel Health Service Strategy 2001-2003*. The input from key stakeholders in the development of *Well Beyond 2000* proved to be extremely valuable. Stakeholder consultation was conducted for this plan via a facilitated workshop and interviews.

A significant step in our process was the all-day forum held for Regional Councillors on April 4, 2002. The forum, entitled “Mapping Public Health in Peel”, provided Councillors with details about Public Health priorities for the next three years. It was an opportunity to discuss with Council, who constitute the Board of Health, details about Public Health programs and services and the value to the community.

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## B. Description of Current Services

### B.1 Program Location Map



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## **B.2 Profile of Current Services**

The services of Peel Public Health focus on health protection, promotion and disease prevention. The majority of the services are outlined by the Ministry of Health and Long-Term Care (MOH&LTC) in the Mandatory Programs and Services Guidelines. Peel Public Health currently provides about 70 per cent of the mandated public health services, including:

### **Food Safety**

Public Health assesses and inspects food premises and delivers training for food handlers to reduce risk of food-borne illness. Food-borne illnesses and outbreaks are investigated. When necessary, food recalls are undertaken.

### **Control of Infectious Diseases**

Public Health plays an important role in infection control for hospitals, nursing homes and child care centres. This includes assistance with development of policies, advising on management of communicable diseases, and infection prevention strategies to ensure a safe and healthy workplace.

### **Control of Enteric Diseases**

Public Health provides assistance in identifying and managing outbreaks of enteric diseases. Education in infection control is provided to key health professionals.

### **Public Pool and Beach Safety**

All public pools, wading pools and beaches are inspected by Public Health and water quality is monitored.

### **Safe Drinking Water**

To ensure safe drinking water in Peel, Public Health maintains a list of all drinking water systems, investigates adverse test results and has a protocol ready for action to deal with drinking water safety. In addition, Public Health interprets results from private water systems such as wells and provides information on any potential health effects related to drinking water.

### **Rabies Control**

Public Health investigates animal bites, ensures animals are confined appropriately and ensures access to post-exposure treatment for humans to prevent the occurrence of rabies.

### **Health Hazard Investigation**

Public Health investigates health hazards including air quality issues. Advice is then provided on action necessary to reduce adverse health outcomes throughout the community.

### **Tobacco Control Enforcement**

Public Health enforces the *Tobacco Control Act* and municipal tobacco by-laws to prevent sale of tobacco to minors, to prevent smoking at prohibited sites, including schools, and enforces by-laws in restaurants and workplaces.

### **Tobacco Use Prevention**

Public Health promotes tobacco cessation opportunities for current smokers, develops communication campaigns to reduce the impacts of second-hand smoke and works with youth to develop programs to encourage them not to smoke.

### **Injury Prevention**

Public Health provides community education and promotes healthy policies to reduce risk of injury. Areas of major focus include promotion of car seat safety for children, bicycle and vehicle safety, and campaigns to prevent falls among the elderly. Community partnership has grown for this topic.

### **Dental Health**

School risk profiles are identified annually by Public Health and students are screened to identify those in urgent need of dental treatment. Public Health administers the Children in Need of Treatment (CINOT) dental program for children whose families cannot afford necessary dental services.

### **Peel Case Management**

Public Health provides support to enable youth with developmental disabilities to remain at home.

### **Heart Health**

Public Health works toward the reduction of risk for heart disease by providing heart health education in the workplace and by providing program and administrative support to the Peel Heart Health Network (PHHN). By collaborating with other community partners in the PHHN, the reach of heart health information is greater.

### **Cancer Prevention**

Currently, Public Health is identifying gaps and barriers to breast and cervical cancer screening. Strategies are being developed to increase recruitment for cervical cancer screening and for the Ontario Breast Screening Program.

### **Healthy Eating/Physical Activity**

Public Health promotes access to sufficient, safe, nutritious and personally acceptable food and access to regular physical activity for people of all ages. Staff develop policies and programs for a wide variety of community groups, provide public education, implement community campaigns and collaborate with other community groups and health professionals.

### **School Health**

Public Health works with the boards of education, teachers, parents and schools to identify health issues and, where possible, to assist in strategies to address the issues. Recent key focus includes violence and bullying, nutrition issues, smoking and drug abuse.

### **Workplace Health**

Public Health assists with the development and implementation of guidelines to reduce risk of chronic diseases among workplace personnel.

### **Substance Abuse Prevention**

Public Health collaborates with the Peel Drug Awareness Committee to deliver a half-day event for Grade 7 and 8 students to decrease substance abuse. In addition, Peel Health organizes Party in the Right Spirit to promote safe prom night for all high schools. Educational programs target low-risk drinking and discourage the non-medical use of drugs and other psychoactive substances.

### **Families First**

Public Health provides high-need families with health education, parenting support, mental health assessment and connections to community resources.

### **Parent and Caregiver Education**

Education opportunities and community-wide campaigns are provided by Public Health to parents and caregivers of children and youth. The focus is to promote awareness of importance of the early years and to provide information about issues affecting children of all ages.

### **Prenatal Health**

Public Health provides a series of classes for pregnant women and their partners to encourage the adoption of healthy lifestyle practices to increase healthy pregnancies. Public Health works with workplaces to develop and implement guidelines to promote work styles consistent with a healthy pregnancy outcome.

### **Healthy Start**

A prenatal nutrition supplement and prenatal education program is offered to economically disadvantaged pregnant women by the Best Start Coalition. Public Health staff participate in the delivery of this program.

### **Breastfeeding**

Public Health actively promotes breastfeeding by providing assessments, counselling and support to breastfeeding mothers through a telephone Help Line, home visits and clinics.

### **Healthy Babies Healthy Children Program**

Public Health provides a home visiting program to high-risk families with children under the age of six to improve their well-being and long-term development.

### **Preconception Education**

Public education is offered by Public Health to inform and encourage individuals to adopt lifestyle practices that will support and promote future healthy pregnancies.

### **Immunization Services**

Publicly funded vaccines are distributed to physicians and inspections are conducted to ensure proper storage of the vaccine in physicians' offices. Public Health administers the annual influenza vaccine clinics and the Grade 7 Hepatitis B Program. Telephone counselling is provided to parents, physicians and the public regarding vaccine-preventable diseases. Immunization records of school children are administered by Public Health.

### **Case Management of Designated Diseases**

Public Health plays an important role in the management of communicable diseases for example, individuals with tuberculosis may be required to be observed during therapy to ensure compliance with medication regimen. Persons newly diagnosed with hepatitis B and C are provided with information about preventing transmission and lifestyle changes to ensure a better outcome. Community education is provided to reduce the transmission of hepatitis C and tuberculosis.

### **Healthy Sexuality**

Public Health provides clinical and telephone counselling services for birth control, unplanned pregnancy, and sexually transmitted diseases (STDs), including anonymous Human Immunodeficiency Virus (HIV) testing. All STDs are investigated to ensure timely treatment and to reduce further transmission. To a limited degree, sexual health education resources and training are provided to parents, teachers and students.

#### **Shelter-User Health**

Public Health provides nursing services, education and referral to the homeless population and shelter-users.

#### **Needle Exchange**

Sterile injection equipment and disposal is provided for non-medicinal drug users by Public Health. Safe drug use education and referrals are also provided.

#### **Health Line Peel**

Public Health provides easy access to all health services through a single telephone number, counter service and web-based services through Health Line Peel. People can quickly be connected, as necessary, with a variety of public health professionals for service.

#### **Epidemiology and Data Support**

Public Health provides health data for the public, community groups and staff in response to requests and via health status reports, such as the annual *State of the Region's Health Report* and the *Child Health Report*.

#### **Volunteer Involvement**

Public Health involves the community in program development and delivery through many volunteers.

### **B.3 Description of Clients/Customers**

#### **General Public**

All people who live and/or work in, or visit Peel are ultimately the clients of the services provided by Peel Public Health.

#### **Regional Council**

Our 22 member Regional Council includes the Regional Chair and Regional Councillors from the City of Mississauga, the City of Brampton and the Town of Caledon. Regional Council is the Board of Health for Peel.

#### **Schools**

Teachers, parents and students in the Peel District School Board, Dufferin-Peel Catholic District School Board and private schools receive many services from Peel Public Health.

#### **Workplaces**

Many of the more than 10,000 workplaces in Peel receive services.

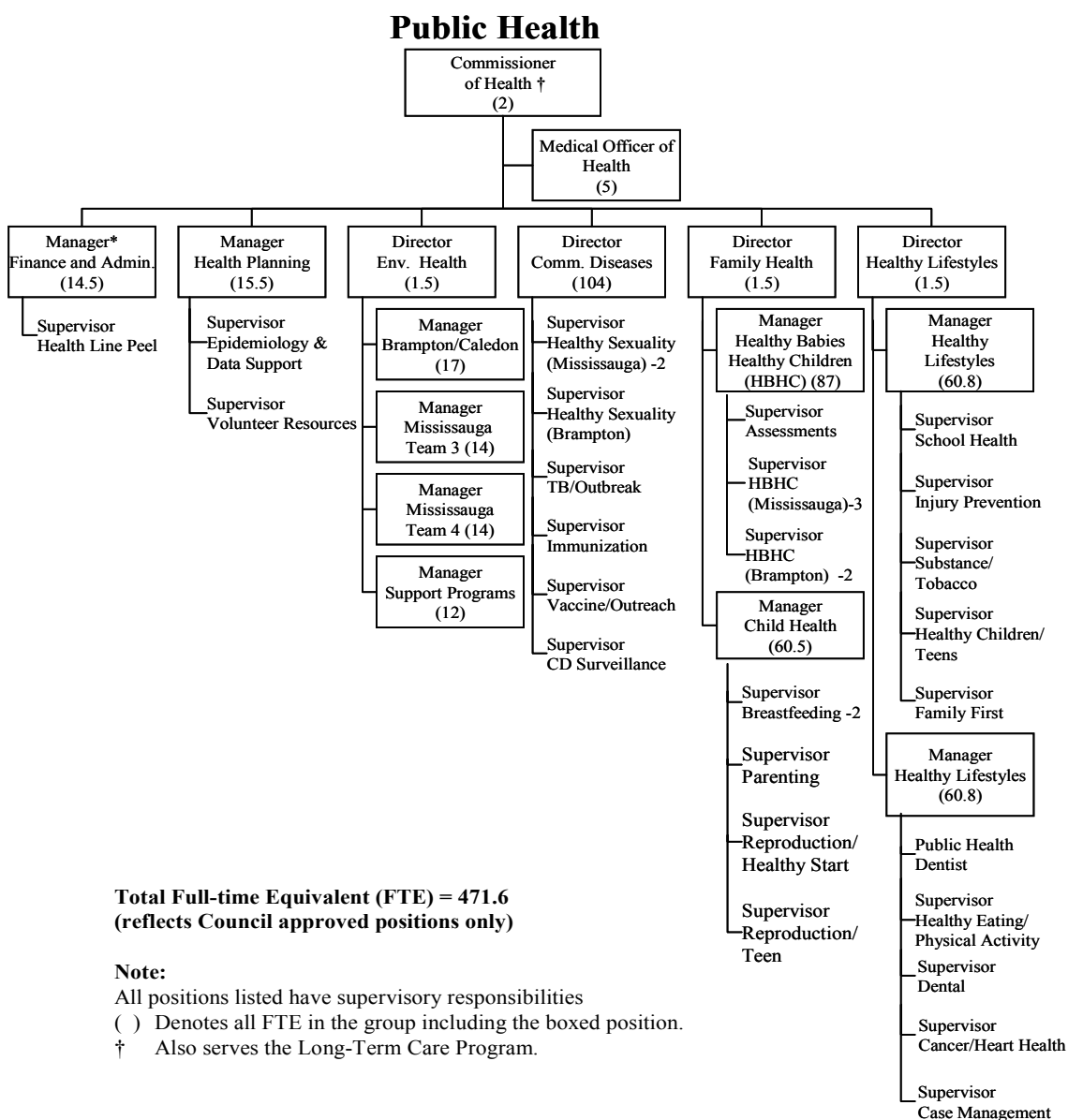
### Health Professionals

Doctors, nurses and other health professionals in Peel receive a variety of services.

### Partners and Stakeholders

To serve clients in the Region of Peel, Public Health collaborates with all levels of government and partners with community agencies and other Regional departments

## B.4 Overall Organization Structure



## **B.5 Significant Recent Activities/Initiatives**

- Publication of the first annual *State of Region's Health Report* and launch of the *Child Health Report*
- International Year of Volunteers' corporate-wide recognition event
- Review of the Sexual Health Program
- A national award for excellence in print communications received from the Canadian Public Relations Society for *My Parenting Story*
- Award of early child development funds from the MOH&LTC to the Family Health division
- Development of a Recruitment and Retention Strategy
- Completion of the Health Line Peel Evaluation
- Planning and implementation of the Early Years Family Fair and Early Years Conference
- Sexuality curriculum development for Grade 7 and 8 students in collaboration with the Dufferin-Peel Catholic District School Board
- Training on "Life and Love – Healthy Sexuality: A Catholic Perspective" provided to over 200 Grade 7 and 8 teachers representing 104 schools in the Region of Peel
- Launch of the West Nile Virus Prevention Program
- Development of a draft Region of Peel Corporate Smog Response Plan
- Silver Leaf Award of Excellence presented by the International Association of Business Communicators for the *School Health Profiler*
- Award of Merit presented by the International Association of Business Communicators for *Breathe In Smoke-Free Air - Smoke-Free By-law Education Campaign*
- Health Canada awarded \$750,000 for Peel Health to lead the implementation of an Ontario-wide *Secondhand Smoke Media Campaign*
- *Pandemic Influenza Crisis Communication Plan* won first place in Crisis Communications category of Hygeia awards for excellence in health care communication
- Well Worth It Workplace Strategy launched
- Peel Heart Health Network celebrated its 10th anniversary
- Planning and implementation of the Ontario Heart Health Network Conference
- Partnered with Peel Regional Police and Peel District School Board to develop a Bullying Strategy for schools
- Peel Health Car Seat Program won an Ontario Crime Control Commission Award of Excellence for fighting crime

## **C. Trends and Issues**

### **C.1 Emerging Trends**

- Rapid population growth
- Changing ethno-cultural diversity with increased expectations for culturally sensitive programming
- Shift in age structure with a growing proportion of seniors
- Shift in family structure with a 300 per cent increase in single parent families
- Challenges of hiring and retaining good staff in a tight marketplace
- Ongoing pressure for increased access to health services
- Increased expectation for Public Health services with minimal public awareness of what Public Health does
- Increased mobility and a loss of sense of community
- Increased access to information and the challenge of filtering relevant pieces
- Fast paced lives getting faster
- Ongoing issues related to funding
- Increased media and public interest in emerging Public Health issues: child obesity, increased risk of mental health issues and emergency preparedness
- Increased trend to full compliance with MOH&LTC mandated programs across Ontario with Peel at only 70 per cent
- Increased provincial focus on early years of life
- Increased government and public attention on health care funding
- Increased opportunity to collaborate with Peel human service agencies and other health departments

### **C.2 Key Strategic Issues**

- Bridging the significant gap between current service levels and expected service levels (current level is only 70 per cent of mandated level)
- Developing new ways of doing business to be more responsive to changing demographics and lifestyles
- More effective internal and external communication
- Improved business planning/co-ordination
- Ensuring the health of the organization in terms of human resources planning and development
- Increasing the client focus (internal and external)
- Ensuring emergency preparedness
- Providing a leadership role in community health



## **D. *Mandate, Objectives and Actions***

### **D.1 Mandate and Objectives**

#### **Mandate:**

Peel Public Health will strive for excellence in the delivery of health protection, promotion and disease prevention services in Ontario.

#### **Objectives:**

1. Identify and address Public Health service needs of our diverse and rapidly expanding community
2. Deliver effective and efficient Public Health programs and services
3. Create an environment in which staff, volunteers and students can achieve excellence
4. Promote community awareness of Peel Public Health programs and services
5. Demonstrate excellence and leadership in community health in Peel and Ontario

### **D.2 Objectives and Actions**

1. **Identify and address Public Health service needs of our diverse and rapidly expanding community**
  - 1.1 Improve the program's ability to measure and map health needs
  - 1.2 Adapt service delivery to take into account socio-demographic and geographic differences
  - 1.3 Consistently measure client satisfaction
  - 1.4 Pursue appropriate funding and resources to increase service levels to the community
2. **Deliver effective and efficient Public Health programs and services**
  - 2.1 Seek out and use best practices
  - 2.2 Create new approaches to meet Public Health needs
  - 2.3 Evaluate program effectiveness and efficiency
3. **Create an environment in which staff, volunteers and students can achieve excellence**
  - 3.1 Attract, retain and develop diverse and highly skilled employees, volunteers and students
  - 3.2 Develop and implement strategies that promote work/life balance

**4. Promote community awareness of Peel Public Health programs and services**

- 4.1 Establish Peel Public Health as a well-known, credible source of current health information
- 4.2 Develop and implement a marketing strategy for Peel Public Health information and services

**5. Demonstrate excellence and leadership in community health in Peel and Ontario**

- 5.1 Lead health policy development within the Corporation
- 5.2 Foster partnerships within the community to address health issues and develop individual and group self-sufficiency
- 5.3 Advocate for healthy public policy
- 5.4 Collaborate with other Regional departments, public health units and the MOH&LTC
- 5.5 Lead the development of plans to respond to emerging health issues

**D.3 Service Principles**

The Regional Values function as Peel Public Health service principles.

**D.4 Strategic Plan Connection**

The objectives and actions in the Public Health Service Strategy/Business Plan are consistent with and support the following Goals in the Region's strategic plan, *Directions for Success: Investing in Peel's Future*:

**Goal 1:** Improve the community's health, social well-being and safety.

**Goal 5:** Be a leader in the provision and co-ordination of Regional services.

**E. *Monitoring and Measuring the Service Strategy/Business Plan***

**E.1 Measurement of Objectives/Actions**

Contact the Commissioner of Health for details on measurements of objectives and actions.

**E.2 Performance Targets**

**1. 2002**

- Capacity for dental screenings was increased in 2002. Peel Public Health now offers summer screening clinics and it is estimated that for 2002 a total of 43,800 children will be screened.
- Additional resources were added in 2002 to the Sexual Health Program to begin addressing the increased case levels in the program. Due to the timing of program expansion it is too early to document the improvements in service delivery.
- In 1999, Peel Public Health ranked last in the province in public health service delivery at about 60 per cent. In 2000, Peel Public Health improved service delivery to 66 per cent and moved from last in the province to 34th out of 37 health units. Peel's ranking for 2001 and 2002 is expected to be better, as the impact of recent Council approved service level improvements begin showing in the annual MOH&LTC survey.
- On April 4, 2002 Peel Public Health held a public health workshop for Regional Council. During the workshop management was able to provide an overview of current and required service levels. Council endorsed the multi-year approach to improving service levels in Peel.

**2. 2003**

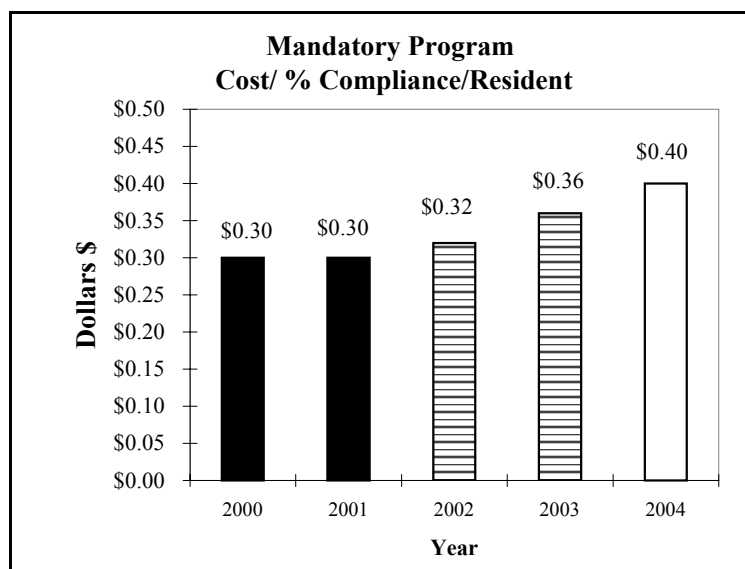
- Improving Peel's overall level of public health services remains a key improvement area. In 2000, Peel's Public Health service levels ranked 34 out of 37. For 2003 the target is to move out of the bottom quartile in the province in the level of service provided.
- Responding to the growing concerns over the West Nile Virus will be a major focus of the Environmental Health Program. Every effort will be made to tackle this issue without reducing levels of service in other areas.
- Expanding the food safety performance disclosure program.
- Expanding access to breastfeeding support programs for 3,400 mothers, representing a service increase of 25 per cent.
- Enhancing School Health Program in accordance with the multi-year plan.

- Expanding the dental clinic program from two days per week to five days per week will allow an additional 2,250 children in urgent need of treatment to be served annually.
- Opening a new multi-use public health clinic to deliver clinic based services more effectively to a growing Peel population.

## E.3 Corporate Performance Measurement and Benchmarking

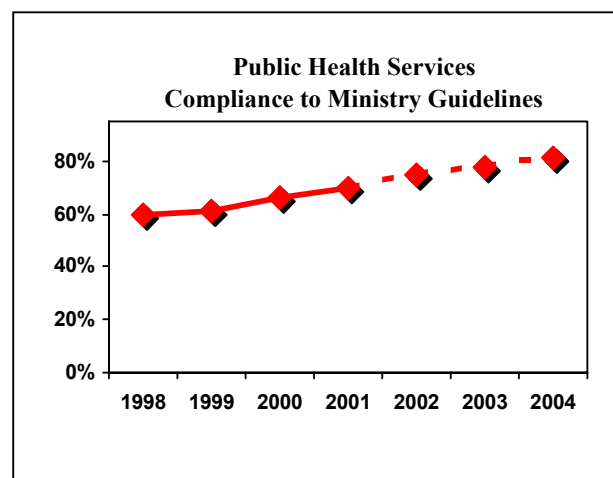
### 1. Program Efficiency

Peel Public Health has maintained program efficiency despite rapid growth in resources to deliver increasing levels of service to a rapidly growing population. After adjusting for inflation and the impact of Ontario Municipal Employees Retirement System (OMERS) contributions, program efficiency has remained relatively stable. Without the impact of inflation and OMERS, the 2004 estimate would be \$0.36/resident. Program resources added in a given year tend to generate recorded service level improvements the following year (as measured by the MOH&LTC). Public Health Program efficiency will improve following full implementation of the three-year service strategy. It should be noted that cost of compliance for different mandatory programs vary.



### 2. Community Impact

Peel Public Health service levels continue to show improvement with service delivery estimated at 75 per cent for 2002. In 2000, Peel Public Health at 66.3 per cent ranked 34 out of 37 health units in overall public health service delivery. This is an improvement over 1999 when Peel Public Health was ranked last in the province. Implementation of the three-year service strategy will improve the reach of public health services in the community to the provincial average.



### 3. Data

#### Program Efficiency:

	Actual			Budget		Target	
	1999	2000	2001	2002	2003	2004	2005
Cost per capita	\$ 22.97	\$ 27.07	\$ 27.98	\$ 31.24	\$ 36.07	\$ 41.32	\$ 44.99
Net cost per capita	\$ 10.69	\$ 10.84	\$ 10.96	\$ 12.18	\$ 13.96	\$ 16.11	\$ 17.52

#### Source Information:

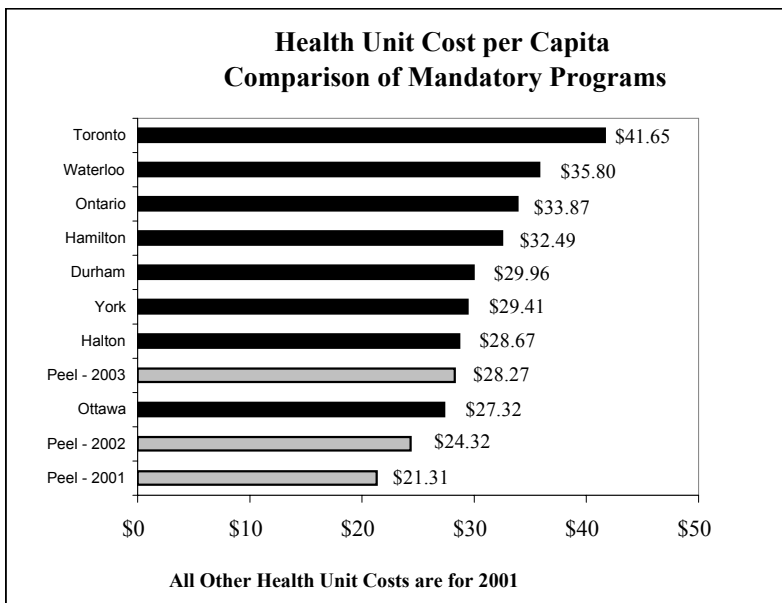
Peel population	933,000	959,000	985,000	1,006,400	1,027,800	1,049,200	1,070,600
Total cost (\$000's)	\$ 21,431	\$ 25,955	\$ 27,557	\$ 31,441	\$ 37,073	\$ 43,349	\$ 48,169
Net cost (\$000's)	\$ 9,978	\$ 10,400	\$ 10,800	\$ 12,260	\$ 14,349	\$ 16,902	\$ 18,762

#### 4. Customer Service

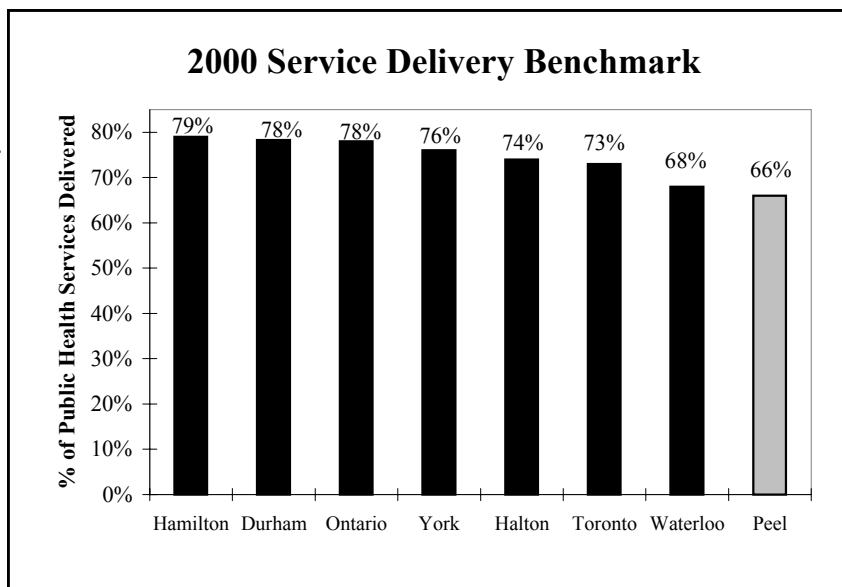
In an effort to provide an objective indicator of customer service quality Public Health is participating in the Corporate Excellence Initiative. Corporately the Region received a Level II Progressive Excellence Program (PEP) award in 2002. Formal mechanisms for gathering customer feedback are in place for most public health services. The information gathered is used to monitor and improve service quality.

#### 5. External Benchmarking

Peel Public Health continues to rank lowest in the province in budgeted public health mandatory program expenditures of \$21.31 per capita for 2001. The provincial per capita average for 2001 was \$33.87. The next lowest comparator to Peel was Ottawa at \$27.32/capita or 28.2 per cent higher than Peel. Implementation of the three-year service strategy will leave Peel's cost per capita closer to the provincial average and in line with similar health units.



Similarly, Peel Public Health service levels ranked 34 out of 37 health units in the province. Improved funding through implementation of Peel Public Health's three-year service delivery plan will move service levels toward the provincial average.



**F. 2003 Financial Requirements Presentation**

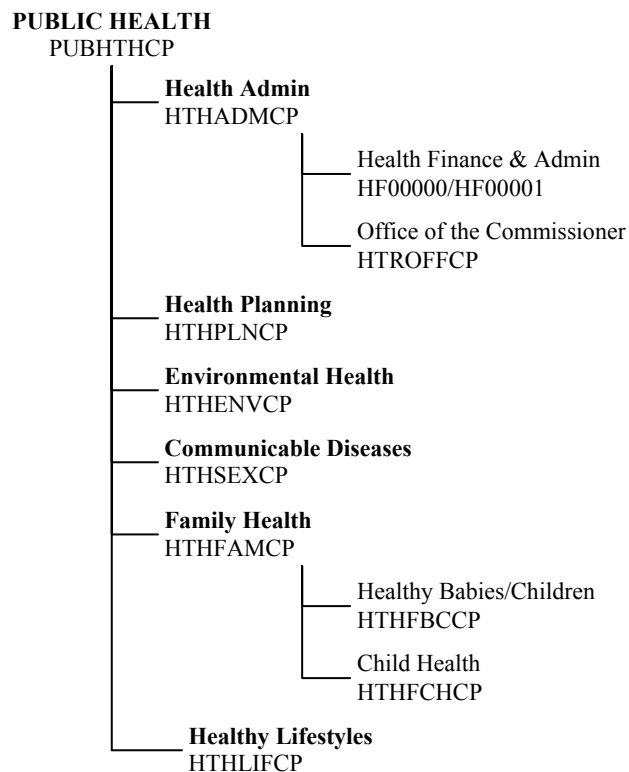
**F.1 Current Budget Introductory Comments/Analysis**

The 2003 Current Budget reflects the direction for Public Health supported by Regional Council recommendations from the April 4, 2002 Public Health forum. The Current Budget represents a phased-in approach which began in 2002 to provide additional services in Peel. The net budget of \$14,349,370 is consistent with previous forecasts excluding the impact of the reinstatement of OMERS contributions.

Peel Health delivers public health services at the lowest cost per capita in the province. However, Peel ranks 34<sup>th</sup> out of 37 health units in the province in the level of services delivered in compliance with guidelines by the MOH&LTC. In 1999, Peel Public Health was ranked last in the province. Implementation of the three-year service delivery plan will increase public health services in Peel closer to the provincial average and has addressed the priorities recommended at the Public Health forum held by Council in the spring of 2002.

In 2003, the key public health services that will be improved include disease control, sexual health services, inspection and health hazard services, reproductive health and breastfeeding support, dental services, child health initiatives in schools and tobacco and substance abuse services. The cost of service improvements is estimated at \$828,930 net. In addition, the Environmental Health Water Safety Program costs are offset by a \$200,000 contribution from the Utility Rate Supported Budget reducing this impact to \$628,930. The remaining net expenditure increase of \$1,460,596 is primarily a result of OMERS, annualization of previous year initiatives, and increases in wage costs for existing staff.

## F.2 Financial Structure Chart – Current Budget





### F.3 2003 Current Budget

#### 1. Activity Analysis

	Budgeted Total Cost	
	2003	Change from 2002
Health Admin	-	(210,004)
Health Planning	5,000	2,000
Environmental Health	5,354,580	1,128,260
Communicable Diseases	9,030,150	1,394,790
Family Health	11,140,190	877,280
Health Lifestyles	11,543,520	2,440,440
Total Program Cost	<u>\$ 37,073,440</u>	<u>\$ 5,632,766</u>

#### 3.

	Budgeted Total Cost/Unit	
	2003	Change from 2002
	-	(0.21)
	-	-
	5.21	1.01
	8.79	1.20
	10.84	0.64
	11.23	2.18
	<u>\$ 36.07</u>	<u>\$ 4.82</u>

#### 2. Account Analysis

	Budgeted Total & Net Cost	
	2003	Change from 2002
Goods & Services	9,353,340	1,515,996
Salaries & Wages	27,710,100	4,116,770
Capital Financing	10,000	-
Total Program Cost	37,073,440	5,632,766
Fees, Charges & Other	1,037,500	38,340
Subsidies	21,686,570	3,504,900
Net Program Cost	<u>\$ 14,349,370</u>	<u>\$ 2,089,526</u>

	Budgeted Units of Service	
	2003	Change from 2002
Brampton	345,000	12,000
Caledon	53,000	2,000
Mississauga	629,800	7,400
Total Population	<u>1,027,800</u>	<u>21,400</u>

#### 4. Budget Variance Explanation

#### Net Program Costs

Change from  
2002

##### **All Programs:**

Maintain existing Public Health services with increases due to OMERS, wage increases for existing staff and annualization of 2002 approved service level increase.

1,460,596

##### **Environmental Health:**

Expand food safety programs to keep pace with an increase of 150 new food premises as well as managing environmental related health hazards with a special focus on air quality. West Nile Virus activities are expected to increase in 2003 with the province providing targeted cost-shared funding for 2003. To help stabilize this program, the Region's share (\$250,000) is drawn from Public Health working fund reserves.

105,000

Contribution from Utility Rate Supported Budget for Environmental Health Water Safety Program.

(200,000)

##### **Communicable Diseases:**

Expand infection prevention programs to meet increasing demand in service for the opening of 13 new long-term care facilities in Peel in 2002 and 2003. Phase in the provincial protocols for personal services through operator education and inspection of high risk premises.

67,500

Enhance sexual health clinical and educational services to meet increased caseload and develop promotional strategies which reduce the incidence of sexually transmitted diseases.

76,850

Improve disease control and surveillance to manage increasing levels of reportable communicable diseases within Peel. There will be an emphasis on monitoring and follow up of residents with tuberculosis infection.

72,500

##### **Family Health:**

Expand breastfeeding support services to improve access in under-serviced areas such as Bolton and Malton.

90,000

Enhance reproductive health services for high risk young mothers across Peel and expand outreach to culturally diverse communities.

60,000

**Healthy Lifestyles:**

Improve chronic disease prevention services to reduce rates of cancer, heart disease and diabetes in Peel through promotional and educational opportunities. Peel Public Health is working in partnership with school boards to reach school-aged children.	107,500
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Improve preventive dental services to children by 60 per cent to reduce the risk of dental caries amongst at-risk population.	43,750
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Develop and implement youth tobacco and substance abuse programs linked with communicating changes in the smoking by-laws to take place in 2004.	100,000
--	---------

**Health Administration:**

Other revenues will decrease in 2003 due primarily to the expiration of the Sandalwood lease and subsequent sub-lease recoveries of \$210,000. Other revenue increases are offset by a decline in influenza revenue as the number of Public Health provided influenza vaccines has stabilized.	105,830
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<b>Net Program Cost Variance</b>	<b>\$ 2,089,526</b>
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# **LONG-TERM CARE**

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**For F.4 to F.5 (inclusive), please refer to the Long-Term Care section of the 2003 Capital Budget and 2004–2012 Capital Forecast document.**

## **A. Background**

### **A.1 Preparing the Service Strategy/Business Plan**

The following senior management representatives developed this service strategy:

Janette Smith, Director, Long-Term Care  
Wendy Beattie, Administrator, Davis Centre  
Carolyn Clubine, Administrator, Peel Manor  
Inga Mazuryk, Administrator, Sheridan Villa  
Doris Rice, Director of Care, Peel Manor  
Lorraine Ratych, Supervisor of Administration, Peel Manor  
John Barr, Dietary Supervisor, Sheridan Villa  
Helen Banna, Activation & Volunteer Supervisor, Davis Centre  
Dino Smuk, Facilities Supervisor, Sheridan Villa  
Asghar Navsariwala, Capital Projects Analyst  
Teresa Deygoo (Recorder), Administrative Assistant  
Jeff Sawchuk (ad hoc member), Human Resources Associate

Preparation of the document began in January 2002 and was completed in June 2002. A two-day excellence assessment was also completed and included front-line representatives from the Long-Term Care service areas. The participants were:

Jill Foster, Health Care Aide, Peel Manor  
Melinda Chaves, Laundry Aide, Sheridan Villa  
Jessica Luh, Activation Therapist, Sheridan Villa  
Michelle Gay, Registered Nurse, Davis Centre  
Margaret Campbell, Cook/Dietary Aide, Davis Centre

### **A.2 Key Contacts**

Peter Graham, Commissioner, Health  
905-791-7800, ext. 4901  
[Peter.Graham@region.peel.on.ca](mailto:Peter.Graham@region.peel.on.ca)

Janette Smith, Director, Long-Term Care  
905-791-7800, ext 2647  
[SmithJE@region.peel.on.ca](mailto:SmithJE@region.peel.on.ca)



### **A.3 Additional Information**

Each long-term care facility has had a Service Strategy/Business Plan for over 10 years. This is the first program-wide Service Strategy/Business Plan for Long-Term Care.



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## **B.2 Profile of Current Services**

Long-Term Care provides four main services:

### **Residential Long-Term Care Facilities**

There are three residential long-term care facilities: Peel Manor in Brampton, Davis Centre in Caledon, and Sheridan Villa in Mississauga. These facilities provide services to 477 residents and their families. Residents are provided with support for all their care needs including nursing, nutrition, personal care, recreation and therapeutic programs. Environmental support includes security, laundry and linen and housekeeping.

### **Adult Day Programs**

Adult day programs are offered Monday to Saturday in each long-term care facility. Programs provide a supervised setting for older adults to participate in a variety of recreational and therapeutic activities. Support and relief for caregivers in the community are also provided.

### **Meals on Wheels**

Food is prepared on a fee-for-service basis for the Meals on Wheels Program at Peel Manor (Brampton) and the Davis Centre (Caledon).

### **Respite Care**

The Davis Centre (Caledon) operates a short stay/respite bed service for community residents who require short-term residential care.

## **B.3 Description of Clients/Customers**

### **Residents of Facilities**

The 477 residents who live in the three facilities are 18 years of age and older. The majority of residents (66 per cent) are in the 80-94 age range.

### **Day Program Participants**

Cognitively impaired or physically challenged older adults living in the community

### **Respite Care Participants**

Community residents who require short-term residential care

### **Family Members**

Family members of the 477 residents, Day Program participants and Respite Care Program participants

### Community Members

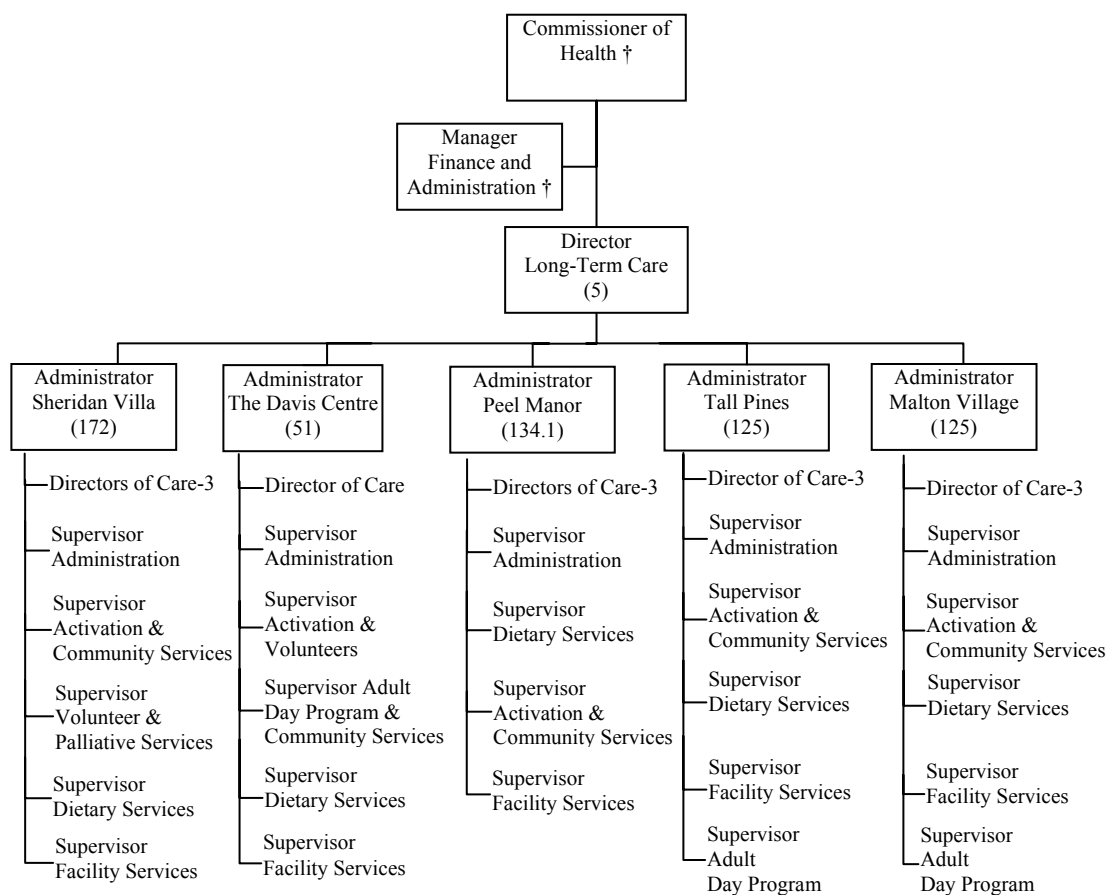
Volunteers who assist residents and staff in each long-term care facility

### Partners and Stakeholders

Long-Term Care staff work with local agencies, service clubs, provincial government staff and provincial long-term care associations.

## B.4 Overall Organization Structure

### Long-Term Care



**Total Full-time Equivalent (FTE) = 612.10**  
(reflects Council approved positions only)

Note:

All positions listed have supervisory responsibilities.

( ) Denotes all FTE in the group including the boxed position.

† Also serves Public Health. FTE for these positions are reflected in the Public Health Program.

## **B.5 Significant Recent Activities/Initiatives**

- In 2001, Peel Manor, Sheridan Villa and the Davis Centre were granted a three-year award by the Canadian Council on Health Services Accreditation (CCHSA) with no recommendations for improvement. A three-year award is the highest achievement that can be granted by the CCHSA. References to “effective leadership, resident-focused care and service delivery, committed and long service staff, good community support and good regional support” were evident throughout the report.
- In December 2001, the Region began construction of two new long-term care facilities: Tall Pines in Brampton and Malton Village in Mississauga.

## **C. Trends and Issues**

### **C.1 Emerging Trends**

- Highest rate of future growth in Peel Region will be the seniors population
- Dementia Task Force has estimated a 250 per cent increase of dementia cases between 1998 and 2021 in the Region of Peel – the highest rate of increase in Ontario
- Increasing and changing diversity of Peel's population
- New Information Technology (IT) advancements to manage resident care, capital assets and the physical building structure
- Nation-wide shortage of healthcare professionals
- Increased age of workforce and increased physical demands on staff due to increased frailty of residents
- Due to availability of community-based and in-home programs, new admissions have higher, more complex care needs
- Many of tomorrow's seniors will face financial uncertainty and may have difficulty paying for needed services
- Competition with other new facilities for staff, clients, volunteers and fundraising dollars
- Increased resident needs and expectations
- Increased family needs and expectations
- Provincial funding formula does not adequately measure clients' service needs
- No new funding available for new respite beds and adult day programs

### **C.2 Key Strategic Issues**

- Changing demographics of clients, including more cultural diversity and more complex physical and mental health needs
- Need to shift our service delivery philosophy to client-centered care
- Impact of long-term care industry growth in the Region of Peel, specifically competition for staff, clients, volunteers and fundraising dollars
- Ensuring timely and effective communication to and from staff, volunteers, residents, families and partners
- Growth of the Long-Term Care Program from three to five facilities and the need to develop consistent philosophies and policies, where needed, across five facilities
- Require capital planning and resources to meet the 1998 Ministry of Health and Long-Term Care Design Standards for existing facilities
- Lack of comprehensive strategy for service to seniors in Peel

**D. *Mandate, Objectives and Actions***

**D.1 Mandate and Objectives**

**Mandate:**

To demonstrate care and respect to clients every day

**Objectives:**

1. Identify and address needs of diverse clients
2. Provide client-centered care to all long-term care residents and adult day program participants
3. Create an environment in which employees and volunteers can do their best work
4. Promote effective two-way communication between all staff, volunteers, residents, families, internal partners and community partners
5. Create an effective and efficient operational model to support five long-term care facilities
6. Maintain high occupancy levels in all facilities

**D.2 Objectives and Actions**

**1. Identify and address needs of diverse clients**

- 1.1 Develop partnerships with ethno-specific and community organizations and groups
- 1.2 Adapt services to take into account the cultural, geographic, economic and social differences of clients and families
- 1.3 Assess education needs and provide training for staff, volunteers and families
- 1.4 Advocate for more funding and local services to meet complex physical and mental health needs of Peel's adults
- 1.5 Work with internal and external partners to develop a strategy for Peel's aging population

**2. Provide client-centered care to all long-term care residents and adult day program participants**

- 2.1 Implement client-centered care philosophies and strategies across all facilities
- 2.2 Development of ethics committees in all facilities
- 2.3 Increase staff opportunities to develop leadership skills and implement client-centered improvements



- 3. Create an environment in which employees and volunteers can do their best work**
  - 3.1 Develop a human resources strategy to recruit, retain and develop staff
  - 3.2 Recognize staff accomplishments
  - 3.3 Develop a strategy to expand our volunteer corps
- 4. Promote effective two-way communication between all staff, volunteers, residents, families, internal partners and community partners**
  - 4.1 Consult with staff on effective communication methods and implement internal communication strategies
  - 4.2 Promote and utilize results of corporate staff satisfaction survey
  - 4.3 Provide ongoing mechanisms for resident, family and volunteer feedback, and measure resident and family satisfaction annually
  - 4.4 Develop partnerships with local service providers, and participate in local networks and advisory groups
- 5. Create an effective and efficient operational model to support five long-term care facilities**
  - 5.1 Develop operational plans to open and operate two new facilities
  - 5.2 Establish consistent guidelines and policies for optimal service across the program while recognizing the uniqueness of each facility
  - 5.3 Seek out best practices in long-term care service delivery
  - 5.4 Educate and develop partnerships with internal service providers to meet long-term care needs
  - 5.5 Implement enhanced IT solutions for the resident care system and facility maintenance
- 6. Maintain high occupancy levels in all facilities**
  - 6.1 Implement a marketing strategy to promote the Region's long-term care facilities and adult day programs
  - 6.2 Present feasibility studies recommendations to Regional Council to ensure that all facilities substantially meet the Ministry of Health and Long-Term Care's new design standards

### **D.3 Service Principles**

In support of the Regional Values, Long-Term Care has the following service principles:

- To provide an environment that is positive, healthy, caring and free from discrimination
- To respect diversity and treat one another in ways that are fair, courteous and compassionate, recognizing everyone's contribution
- To practice teamwork, co-operation and collaboration, and reinforce these with a strong vision and positive leadership
- To practice open, two-way communication in a clear and honest manner
- To be ethical, professional and trustworthy
- To provide services that are accountable, accessible, responsive, efficient and effective
- To adopt new and innovative ideas for improvement in policies, practices and services

### **D.4 Strategic Plan Connection**

The objectives and actions in the Long-Term Care Service Strategy/Business Plan are consistent with and support the following Goals in the Region's strategic plan, *Directions for Success: Investing in Peel's Future*.

**Goal 1:** Improve the community's health, social well-being and safety.

**Goal 5:** Be a leader in the provision and co-ordination of Regional services.

**E. *Monitoring and Measuring the Service Strategy/Business Plan***

**E.1 Measurement of Objectives/Actions**

Contact the Director of Long-Term Care for details on the measurements of the objectives and actions.

**E.2 Performance Targets**

**1. 2002**

- Construction of two new facilities is well underway with completion scheduled for August 2003
- Feasibility studies for capital improvements were completed for both Peel Manor and Sheridan Villa. Recommendations from the feasibility reviews are incorporated in the 10-year capital plan

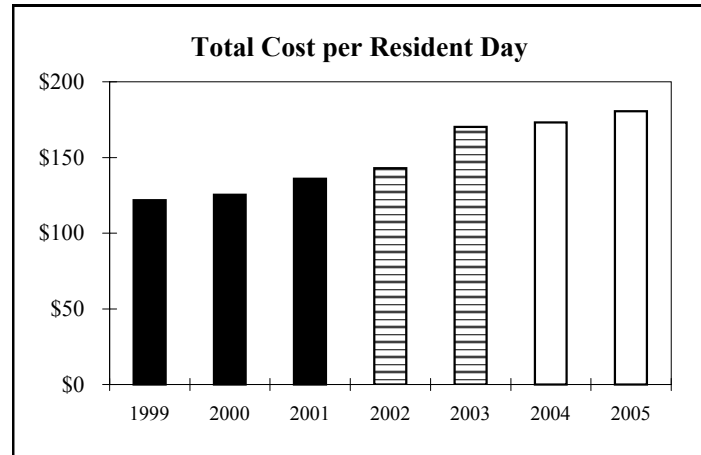
**2. 2003**

- Recruit employees to meet the planned opening date of the new facilities and retain employees at existing facilities to maintain service levels to residents
- Achieve full occupancy of the two new facilities by the fall of 2003

## E.3 Corporate Performance Measurement and Benchmarking

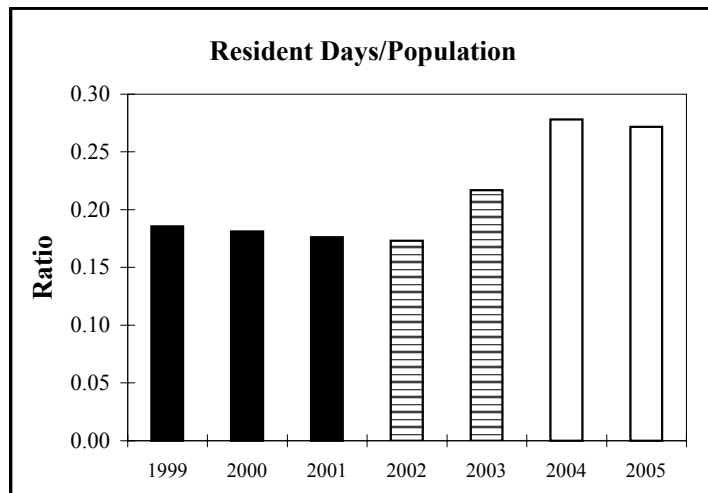
### 1. Program Efficiency

Provincial revenues are maximized in order to meet changing and increasing needs of the residents and to deliver services which address standards for this sector. In 2002 the province announced a \$7.20 per resident day increase in funding. Provincial funding increases and resident fee increases are established by the province in relation to the facilities' "Case Mix Index". Overall, in 2002 Peel's Case Mix Index increased moderately from 2001 but at a rate which was lower than forecasted for 2002.



### 2. Community Impact

The Region's three long-term care facilities provide 477 beds. By the fall of 2003 two new facilities will be operational adding a total of 320 new beds, for a total bed count of 797 at Regional facilities.



### 3. Data

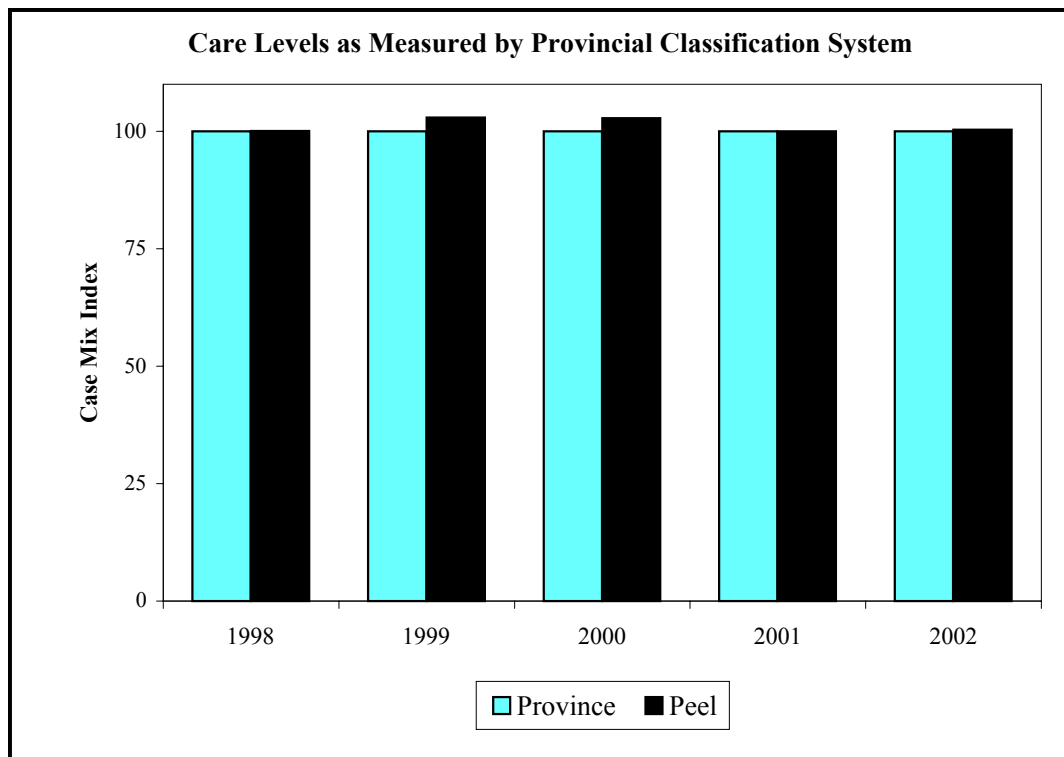
	Actual			Budget		Target	
	1999	2000	2001	2002	2003	2004	2005
<b>Program Efficiency:</b>							
Total cost per resident day	\$ 121.85	\$ 125.28	\$ 136.00	\$ 142.99	\$ 170.25	\$ 173.16	\$ 180.52
<b>Community Impact:</b>							
Resident days/population	0.19	0.18	0.18	0.17	0.22	0.28	0.27
<b>Source Information:</b>							
Total operations (\$ 000's)	\$ 21,108	\$ 21,766	\$ 23,588	\$ 24,894	\$ 37,975	\$ 50,510	\$ 52,512
Number of resident days	173,225	173,745	173,441	174,100	223,060	291,700	290,900
Peel population	933.000	959.000	985.000	1.006.400	1.027.800	1.049.200	1.070.600

#### 4. Customer Service

Accreditation is a process of review by an external, non-government organization, the CCHSA. In 2001, the Region's long-term care facilities were granted a three-year accreditation by the CCHSA with no recommendations for improvement. A three-year award is the highest achievement that can be granted by the Council. This standing is recognized both in the health care sector and with clients, as a measure of the quality of service that each home delivers. Both new long-term care facilities will undergo an accreditation process once they are established to ensure that all residents receive the same high level of service.

#### 5. External Benchmarking

The following chart compares the level of care provided in the Region of Peel facilities to the provincial average.



The "Case Mix Index" (CMI) is a measurement of the level of care required and provided to the residents of the long-term care facilities as determined by a classification system introduced by the province. A facility's funding level is adjusted annually based on how the facility's CMI compares with the provincial average, as determined by an evaluation performed by the province. Peel's CMI rating increased moderately in 2002 relative to the provincial average. For 2003 the new facilities will begin with a CMI at the provincial average of 100. The CMI for new facilities is adjusted after the first year of operation.

**F. 2003 Financial Requirements Presentation**

**F.1 Current Budget Introductory Comments/Analysis**

The Long-Term Care 2003 Net Current Budget increase reflects the impact of opening two new long-term care facilities in August 2003. The net budget impact of the new facilities is in line with previous forecasts although contributions to reserves were reduced to achieve the target.

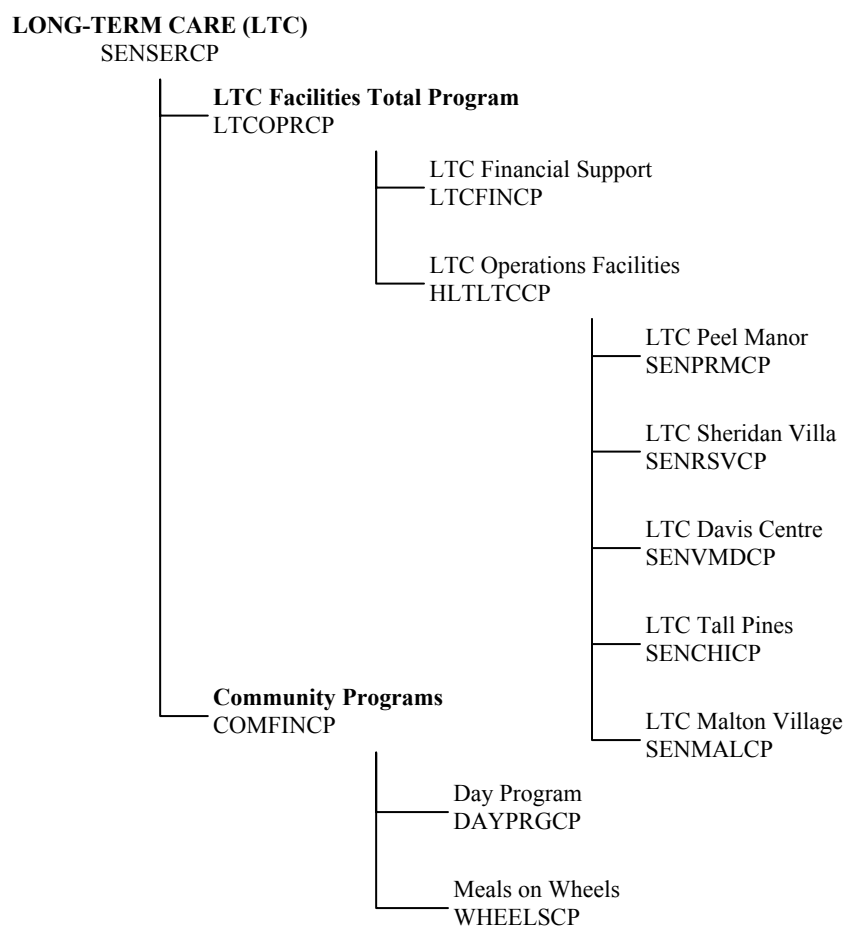
Both expenditures and revenues for the new facilities are based on an opening date of August 1, 2003. Expenditures are phased in throughout 2003 to allow for uploading and training of personnel to operate the facility on the day the first resident arrives. The province provides funding for seven days of orientation and staff training prior to opening each facility, as well as funding during the 60 day admission period. All operating costs prior to the orientation are the responsibility of the Region. With the opening of the new facilities, the province will begin to fund the capital cost of construction at a rate of \$10.35 per resident day up to 20 years.

With regard to the three existing facilities, no additional resources are planned for 2003.

The province has announced increases in resident rates to be phased in from 2002 to 2004. In addition, the province increased the daily per diem funding from \$103.53 to \$110.73 per resident day. The funding increase has been partially offset by a decrease in the average CMI for 2002/2003. Overall revenue at existing facilities is increasing by \$1.5 million.

Despite the increase in revenue, expenditures to maintain operations increased at a greater rate. The major drivers impacting expenditures are wage settlements, the reintroduction of the Ontario Municipal Employees Retirement System (OMERS) contributions, utility rates, maintenance for aging infrastructure and resident food costs. Controllable costs have been maintained to the greatest extent possible. Overall, expenditures required to maintain service levels will increase by \$2.7 million.

## F.2 Financial Structure Chart – Current Budget



### F.3 2003 Current Budget

#### 1. Activity Analysis

	Budgeted Total Cost	
	2003	Change from 2002
<b>LTC Facility Operation</b>		
Peel Manor	10,231,008	846,258
Sheridan Villa	13,384,471	1,334,301
Davis Centre	4,121,979	662,979
Malton Village	5,117,110	5,117,110
Tall Pines	5,120,652	5,120,652
Operations Total	37,975,220	13,081,300
Financial Costs	2,615,287	(1,834,123)
Total LTC Program	40,590,507	11,247,177
Community Programs	1,006,478	37,358
Total Program Cost	<u>\$ 41,596,985</u>	<u>\$ 11,284,535</u>

#### 3.

	Budgeted Total Cost/Unit	
	2003	Change from 2002
Peel Manor	158.37	13.10
Sheridan Villa	155.38	15.49
Davis Centre	176.45	28.38
Malton Village	209.03	209.03
Tall Pines	209.18	209.18
Operations Total	170.25	27.26
Financial Costs	11.72	(13.83)
Total LTC Program	181.97	13.43

#### 2. Account Analysis

	Budgeted Total & Net Cost	
	2003	Change from 2002
Goods & Services	7,548,100	2,388,240
Salaries & Wages	31,484,285	10,100,695
Capital Financing	2,564,600	(1,204,400)
Total Program Cost	41,596,985	11,284,535
Fees, Charges & Other	10,243,210	2,732,900
Subsidies	18,411,200	5,409,060
Net Program Cost	<u>\$ 12,942,575</u>	<u>\$ 3,142,575</u>

	Budgeted Units of Service Number of Resident Days	
	2003	Change from 2002
Peel Manor	64,600	-
Sheridan Villa	86,140	-
Davis Centre	23,360	-
Malton Village	24,480	24,480
Tall Pines	24,480	24,480
Total Days	<u>223,060</u>	<u>48,960</u>



#### 4. Budget Variance Explanation

Net Program Costs  
Change from  
2002

##### **Variances Attributed to the New Facilities**

The 2003 total operating expenditures (excluding reserve contributions and debt charges) reflect the first year of operating costs for the new long-term care facilities, Malton Village and Tall Pines. The budget was developed on the basis of an August 1, 2003 opening.

9,701,492

Contributions to reserves have decreased, reflecting the opening of the two new facilities.

(1,804,936)

Debt charges reflect the initial debt repayment for the new facilities.

506,736

Fees and charges reflect the opening of the new facilities.

(2,025,450)

Increased subsidies reflect the opening of the new facilities. In 2003, the new facilities will not operate a Day Program.

(4,472,140)

##### **Net Cost Variance for New Facilities:**

\$ 1,905,702

##### **Variances Attributed to the Existing Facilities**

To maintain service levels at the three existing long-term care facilities, program costs have increased in salaries and wages - \$1,881,530 due to the impact of the OMERS reintroduction, approved wage settlement increases and annualization of approved positions; in goods and services - \$905,913 including repairs and maintenance - \$170,575, food - \$55,000, and utilities - \$94,200; and in capital financing costs - \$93,800. The increases in costs are partially offset by an increase in contributions from reserves - \$201,725 to fund one-time costs.

2,679,518

Fees and charges in 2003 will increase at the existing facilities as a result of provincially imposed resident rate increases. Minor fee and recovery increases are included for Meals on Wheels and High Intensity Medical Needs recovery.

(505,725)

Subsidies have increased, reflecting the announced provincial per diem funding increase of \$7.20 per resident day from \$103.53 to \$110.73 for existing facilities. There is no anticipated change in funding levels for the Day Program.

(936,920)

##### **Net Cost Variance for Existing Facilities:**

\$ 1,236,873

##### **Net Program Cost Variance**

\$ 3,142,575

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**For F.4 to F.5 (inclusive), please refer to the Housing Policy and Program section of the 2003 Capital Budget and 2004–2012 Capital Forecast document.**

## **A. Background**

### **A.1 Preparing the Service Strategy/Business Plan**

All managers and supervisors of Housing Policy and Program participated in the development of this document, as well as the commissioner and the executive assistant to the commissioner. These individuals were:

Ivy France, Manager, Housing Policy  
Bob Yamashita, Co-ordinator, Homeless and Housing Initiatives  
Nancy Duff, Supervisor, Community Relations  
Sue Wilkin, Supervisor, Rent Supplement  
Karen MacGougan, Supervisor, Document Services  
Marina Campagna, Manager, Financial Services  
Keith Ward, Commissioner, Housing and Property and General Manager, Peel Living  
Dawn Langtry, Executive Assistant to the Commissioner

The basis for this Service Strategy/Business Plan is the results agreement matrix for Housing Policy and Program, completed in November 2001. Members of the Leadership Team met throughout 2001 to develop this document. The process also included three additional Leadership Team meetings and a two-day excellence assessment.

### **A.2 Key Contacts**

Keith Ward, Commissioner, Housing and Property and General Manager, Peel Living  
905-791-7800, ext. 4670  
[keith.ward@region.peel.on.ca](mailto:keith.ward@region.peel.on.ca)

Ivy France, Manager, Housing Policy  
905-453-1300, ext. 2670  
[ivy.france@region.peel.on.ca](mailto:ivy.france@region.peel.on.ca)

### **A.3 Additional Information**

The results agreement matrix referred to above contains 61 standards of performance within six key areas. It is meant to be a foundation upon which the priority, scope and timing of work is established.

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## **B.2 Profile of Current Services**

Housing Policy and Program has five primary service areas:

### **Social Housing Administration**

Administration under the *Social Housing Administration Reform Act, 2000* (SHRA) includes ensuring program compliance, assisting housing providers with property management issues, financial administration, developing and implementing policies and procedures and training seminars, and operating a Service Manager Appeals Process for social housing applicants and residents. There are 48 housing providers and 13,200 units being administered.

### **Rent Supplement Program Administration**

This includes ensuring program compliance under the SHRA, financial administration, developing and implementing policies and procedures, selecting tenants and acting as landlords' agent regarding *Tenant Protection Act* issues. There are 40 landlords and 1,200 units being administered.

### **Centralized Waiting List – Peel Access to Housing**

This includes ensuring compliance with the SHRA, processing applications, determining eligibility and advising applicants and social housing providers, developing and implementing policies and procedures, providing comprehensive housing and community resource information, referrals to resources and support services to Peel Living. There are 13,000 applicant households on the waiting list.

### **Services to Homeless/Those “At Risk” of Homelessness**

The section facilitates, delivers and/or administers programs and services to the homeless and “at risk” populations in collaboration with other internal business units and other Regional departments. This includes ensuring program compliance, financial administration, connecting homeless individuals to the Region's Outreach Team, developing and implementing policies, and assisting community agencies to develop or improve services related to poverty and homelessness.

### **Research, Policy and Advocacy**

These sections monitor current political thinking in federal, provincial, local municipal and other municipal political arenas, as well as financial, regulatory, social and other aspects of current and proposed housing and social policy initiatives and recommends responses. They also conduct appropriate research studies and develop advocacy strategies, new affordable housing supply programs and housing rehabilitation/retention programs.

### **B.3 Description of Clients/Customers**

#### **Social Housing Residents and Applicants**

The residents living in the 13,200 social housing units, including rent supplement, in Peel and the 13,000 applicants applying for social housing under the SHRA.

#### **Homeless Individuals and Families and Those “At Risk” of Homelessness**

Homeless individuals and families in Peel’s two emergency shelters and an unknown number of individuals and families at risk of becoming homeless.

#### **Older Adults**

Persons 55 and over in Peel requiring appropriate and affordable housing. Currently there are 162,400 older adults in Peel.

#### **Social Housing Providers (staff and Board members)**

The 48 social housing providers in Peel Region providing 12,000 social housing units. Under the SHRA, the Region of Peel, as Service Manager, is responsible for overseeing and funding.

#### **Community-based Service Agencies**

Community-based service agencies provide services and/or advocate on behalf of Peel’s residents, including social housing applicants and residents.

#### **Landlords with Rent Supplement Units/Rooming Housing Owners**

The 40 landlords (private sector, non-profit housing/supportive housing providers) providing 1,200 units to residents under a variety of rent supplement programs managed by Housing Policy and Program. In addition, some private sector rooming house owners are being assisted to access federal funding to upgrade their housing for low income residents.

#### **Federal and Provincial Governments**

Under the SHRA, the Region of Peel is now responsible, as the Service Manager, for overseeing both federal (Canada Mortgage and Housing Corporation (CMHC)) and provincial (Ministry of Municipal Affairs and Housing (MMAH)) social housing programs and providing a direct service to those two levels of government.

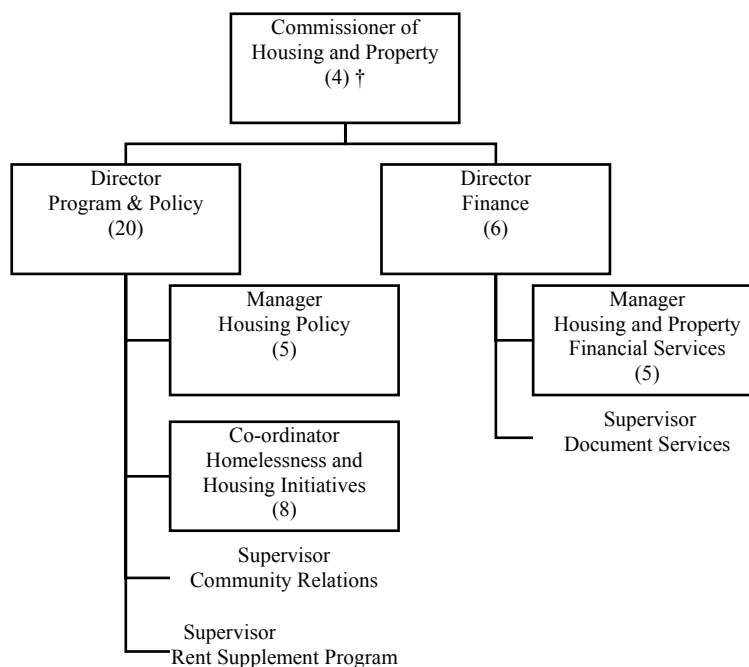
#### **Programs/Other Region of Peel Departments**

Various direct services are provided to internal programs and/or divisions (e.g., Peel Living, Heritage Complex) and other Region of Peel departments such as Social Services, Health and Finance. These include training, research project management, policy support, financial services and document management.

In addition, there are indirect stakeholders who do not receive direct services but are significant players in the housing environment. These range from the development, construction and real estate industries to sector organizations and the general public.

#### B.4 Overall Organization Structure

##### Housing Policy and Program



**Total Full-Time Equivalent (FTE) = 48.0**  
**(reflects Council approved positions only)**

Note:

All positions listed have supervisory responsibilities.

( ) Denotes all FTE in the group including the boxed position.

† Commissioner also responsible for Property Services and Heritage.

### **B.5 Significant Recent Activities/Initiatives**

- Managed social housing administration transfer from the Province of Ontario as at October, 2001, including activities ranging from developing relationships with social housing providers to creating policies and procedures related to local priority rules to developing a centralized waiting list and new accounting and reporting procedures
- Managed transfer of various rent supplement programs from the federal and provincial governments, including activities ranging from setting up appropriate accounting, reporting and program delivery processes and procedures to installation of an appropriate computer system
- Established 28-member community-based Advisory Working Group on Older Adults' Housing, including providing secretariat and research assistance
- Organized, in collaboration with stakeholders, a three-day Future Search Conference to determine housing needs and priorities in Peel, the result of which was the establishment of several active working committees
- Initiated four new housing projects which are currently in planning and development stages: 55-unit efficiency apartment for single males and females; Peel Youth Village – transitional housing; 22-unit housing project for families in transition; St. Leonard's housing project for 19 federal offenders and 10 local homeless males

## **C. Trends and Issues**

### **C.1 Emerging Trends**

- Ontario Service Managers formally receiving transfer of social housing responsibilities, including rent supplement programs, creates a significant new dimension of responsibility and a leadership role
- Ongoing and increasing need for more affordable housing units each year until 2016
- Need 1,700-2,000 units each year, and only 19 affordable rental units built since 1995
- Poverty is on the rise, with 13,000 households on the centralized waiting list for social housing, with a wait of up to 10 years
- Priority status clients (e.g. victims of family violence) wait up to two years for a unit
- Rapidly escalating numbers of families falling through the cracks
- Anticipating share of Ontario's \$244 million from the Federal Affordable Housing Supply Program and \$2.8 million in federal funds for homelessness initiatives
- Low provincial funding commitment to Federal Affordable Housing Supply Program
- Older adult population (over 55) will triple by 2021 (to 28 per cent of the population) and this growth is far outpacing the supply of appropriate, including affordable, housing for this group
- Emphasis on developing strong, positive working relationships with social housing providers, which enables Housing Policy and Program to carry out its Service Manager responsibilities related to the SHRA in a collaborative manner

### **C.2 Key Strategic Issues**

- Developing a comprehensive continuum of both appropriate housing and related supports
- Developing mechanisms to enable continuous awareness of housing and related issues
- Ability to adapt dynamically to address the ever-changing demographics, social, cultural, political and economic realities
- Creating commitment to higher levels of collaboration with all stakeholders, including direct clients and customers, to address continually changing needs within the housing environment

- Integrated and holistic approach to addressing housing and related issues to eliminate a “silo” mentality amongst stakeholders and strengthen the sense of ownership of projects by all those involved
- Capture the collective experiences, insights, perceptions and unique perspectives of all stakeholders, including direct clients and customers
- Examining the regulatory environment in housing and related sectors and effect changes that will enable solutions to meet the ever-changing housing and associated needs of Peel residents

**D. *Mandate, Objectives and Actions***

**D.1 Mandate and Objectives**

**Mandate:**

To contribute to a continuum of housing and shelter that stabilizes, builds capacity and mobilizes residents.

**Objectives:**

1. Maintain an environment that leads to awareness of how to implement our mandate
2. Continually assess and manage our Service Strategy/Business Plan to support our awareness and resources
3. Create and seize opportunities to experiment to meet residents' needs while building trust with our stakeholders
4. Marshall and optimize all resources to ensure delivery excellence and integrity
5. Dynamically adjust to our Service Strategy/Business Plan through planning, resourcing, implementing, monitoring, evaluating and revising (PRIMER)
6. Advocate for what is needed to realize our Service Strategy/Business Plan

**D.2 Objectives and Actions**

1. **Maintain an environment that leads to awareness of how to implement our mandate**
  - 1.1 Develop and implement a comprehensive stakeholder model that facilitates ongoing exchange
  - 1.2 Create and implement a strategy, which ensures we continually identify with emerging needs
  - 1.3 Develop and implement a strategy to ensure research is conducted and shared appropriately
  - 1.4 Develop and implement standards that establish and maintain expertise in the housing business and associated governance dynamics
  - 1.5 Develop and implement a communication strategy that ensures mutual understanding amongst stakeholders



- 2. Continually assess and manage our Service Strategy/Business Plan to support our awareness and resources**
  - 2.1 Create a plan to develop, manage and promote a user-friendly version of the Service Strategy/Business Plan including activities with the Region and stakeholders
  - 2.2 Establish an approach that optimizes collaboration with Regional and other stakeholders to fill the gaps
- 3. Create and seize opportunities to experiment to meet residents' needs while building trust with our stakeholders**
  - 3.1 Develop and implement a process to capture and harness the ingenuity and resourcefulness of our stakeholders
  - 3.2 Create and implement a strategy to document, organize and apply past thinking to current needs
  - 3.3 Prepare and implement a strategy that optimizes the individual and collective efforts of all stakeholders
  - 3.4 Optimize management of all experiments through the annual Service Strategy/Business Plan process
  - 3.5 Provide stakeholders with toolkits to assist them in changing the rules required for experimentation where necessary
- 4. Marshall and optimize all resources to ensure delivery excellence and integrity**
  - 4.1 Develop and implement a stakeholder collaboration strategy that harnesses the individual and collaborative capacity of all stakeholders and their resources
  - 4.2 Create and implement a multi-layered support plan to help those who are homeless or on the verge of being homeless
  - 4.3 Develop and implement an approach to managing our housing program and other oversight responsibilities that maintain positive relationships
  - 4.4 Develop and implement a technology and business practice infrastructure that optimizes the use of internal and external resources
- 5. Dynamically adjust to our Service Strategy/Business Plan through planning, resourcing, implementing, monitoring, evaluating and revising (PRIMER)**
  - 5.1 Create and implement strategies that realistically compare results with intent
  - 5.2 Evaluate the effectiveness and efficiency of the use of funds
  - 5.3 Develop and implement an approach which ensures stakeholder understanding of policy and program and delivery rules while maintaining our positive working relationships

**6. Advocate for what is needed to realize our Service Strategy/Business Plan**

- 6.1 Develop and implement an advocacy strategy for securing appropriate resources and necessary changes in the regulatory environment
- 6.2 Promote our housing mandate
- 6.3 Evaluate our advocacy strategies as they relate to our audiences
- 6.4 Develop and implement an approach upon which to manage and facilitate collective advocacy efforts

**D.3 Service Principles**

In support of the Regional Values, Housing Policy and Program has the following service principles:

- Support one another and draw upon and learn from each other's experiences
- Discover, build upon and celebrate our unique departmental culture
- Recognize and utilize our full individual and collective strengths
- Openly deal with conflict and learn from our mistakes
- Integrate our activities and freely share with each other
- Become ambassadors with a common cause and vision
- Continually improve our organizational efficiency and effectiveness

**D.4 Strategic Plan Connection**

The objectives and actions in the Housing Policy and Program Service Strategy/Business Plan are consistent with and support the following Goals in the Region's strategic plan, *Directions for Success: Investing in Peel's Future*:

**Goal 1:** Improve the community's health, social well-being and safety

**Goal 4:** Contribute to a vibrant and diverse regional economy

**Goal 5:** Be a leader in the provision and co-ordination of Regional services

**E. Monitoring and Measuring the Service Strategy/Business Plan**

**E.1 Measurement of Objectives/Actions**

Contact the Commissioner of Housing and Property for details on the measurements of the objectives and actions.

**E.2 Performance Targets**

**1. 2002**

<b>Performance Targets</b>	<b>Status of Action</b>
Develop and implement the administrative process needed to manage the Social Housing Program	Complete
A Web site interface with providers will be developed, creating opportunities for broader community interface on a variety of housing issues	Ongoing
Develop a Greater Toronto Area equalization payment process and methodology agreement	In process
Evaluation of need for additional shelter spaces with recommendation to Council	Ongoing
Develop a partnership with the City of Mississauga, City of Brampton and Town of Caledon in assembling the municipal support required for participation in the Federal Supply Program	In process
To partner and encourage active involvement with federal/provincial governments and the private sector to create a range of affordable housing options	Ongoing
To establish a Youth Village in Peel	In process
To evaluate and assess the use of Regional land and property to determine any under-utilization of existing properties that can be used for affordable housing	In process
To play a leadership role amongst the five Greater Toronto Area social-housing jurisdictions to develop appropriate funding sources within the Greater Toronto Area	Bring Forward
To network and communicate with the housing community stakeholders to ensure clear understanding of the significance of the new legislation combined with providing insight to administrative expectations	Ongoing
To encourage the participation and involvement of expertise of the non-housing and voluntary sectors	Ongoing

To enact a municipal housing by-law, which the new <i>Municipal Act</i> encourages, for the development of affordable housing.
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Bring Forward
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## 2. 2003

- To evaluate the business practices created to manage the social housing administration
- To develop a comprehensive continuum of both appropriate housing and related supports in Peel
- To develop mechanisms to enable continuous awareness of housing and related issues and the ability to adapt dynamically to address the ever changing demographics, social, cultural, political and economic realities
- To create a method to achieve a commitment to higher levels of collaboration with all stakeholders, including direct clients and customers, to address continually changing needs within the housing environment
- Ongoing and pressing need to examine the regulatory environment in housing and related sectors and affect changes that will enable solutions to meet the ever changing housing and associated needs of Peel residents
- Create and implement a multi-layered support plan to help those who are homeless or on the verge of homelessness
- To utilize the Service Strategy/Business Plan created in 2003 to plan departmental objectives for 2004 and directions for future years
- To introduce and apply final project based benchmarks to each provider's portfolio as introduced by the MMAH

## E.3 Corporate Performance Measurement and Benchmarking

### 1. Program Efficiency

In 2003, Housing Policy and Program will undergo a major organizational restructuring of its services and program. The program is poised to see significant improvement in 2003 with the addition of targeted resources. Housing Policy and Program remains committed to achieving increased compliance under the SHRA by the end of 2003.

The Region of Peel currently administers 11.7 per cent of the social housing units in the Greater Toronto Area (GTA). Reform is now a reality and the program will perform to optimize efficiencies and minimize the financial impact.

**2. Community Impact** (not applicable)

**3. Data** (not applicable)

**4. Customer Service**

In the effort to provide a more objective indicator of customer service quality, preparations will be undertaken in 2003 to initiate assessment involving various client surveys.

**5. External Benchmarking**

The province will recommend key program guidelines as part of the current program reform initiative. A benchmarking committee, with Peel representation, has been created.

**F. 2003 Financial Requirements Presentation**

**F.1 Current Budget Introductory Comments/Analysis**

The Housing Policy and Program 2003 Current Budget reduced property tax impact in 2003. While administration costs have been increasing as new responsibilities have shifted from the province and implementation structures and processes created, the last being the formal establishment of the centralized waiting list on July 1, 2002, some relative stability in staffing and program delivery costs can now be reasonably forecast. The 2003 overhead budget reflects an annualization of previously committed changes.

Together with some efficiencies in program delivery and savings in mortgage subsidies, there will be fiscal room to increase the budgeted contribution to the Social Housing Reserve Fund. Analysis indicates that future contributions will continue at similar levels.

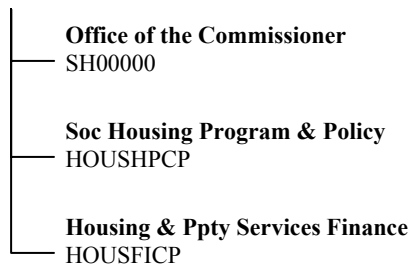
Withdrawals from the reserves will ebb and flow as housing providers' capital replacement needs come forward once their own reserves are depleted. Projections indicate adequate funding is available to support a modest but significant development program over the next few years. This is based on the confirmation of contributions, the predicted "schedule" of withdrawals, and the accumulation of interest earnings.

Program responsibilities are still expanding. The provincial Homeless Rent Supplement Program is being transferred to Peel's administration, together with both subsidy and staffing dollars, but will be absorbed within the existing organization. If Peel participates in the new Federal Supply Program, it likewise will be administered by Peel, with staffing recoveries from the federal cash flow. The availability of federal and provincial homelessness funding makes it possible to "incubate" community-based interventions.

It is the administration of the existing housing, not these new initiatives, which pose the most staffing/cost uncertainties. In particular, increasing numbers of applicants, growing waiting times, and priority placement issues associated with Victims of Family Violence, are causing more and more time to be spent on clients. At the basic level, there is the expanding volume of cases to process. More significantly, greater attention to individual clients is required to help stabilize the most vulnerable situations, and prevent serious deterioration in their quality of life. Labour intensive collaborative efforts with Public Health, Social Services and community agencies are in early stages of development.

## **F.2 Financial Structure Chart - Current Budget**

### **HOUSING POLICY & PROGRAM HOUSNGCP**



### F.3 2003 Current Budget

#### 1. Activity Analysis

	Budgeted Total Cost	
	2003	Change from 2002
Program and Policy	3,351,463	694,165
Office of the Commissioner	200,757	62,652
Finance - Program Funding	92,826,041	(2,883,299)
Total Program Cost	<u>\$ 96,378,261</u>	<u>\$ (2,126,482)</u>

#### 3.

	Budgeted Total Cost/Unit	
	2003	Change from 2002
	10.37	1.95
	0.62	0.18
	287.21	(16.05)
	<u>\$ 298.20</u>	<u>\$ (13.92)</u>

#### 2. Account Analysis

	Budgeted Total & Net Cost	
	2003	Change from 2002
Goods & Services	2,295,803	409,672
Salaries & Wages	3,043,806	816,804
Reserve Contribution	9,480,700	3,289,700
Grant Payments	81,557,952	(6,642,658)
Total Program Cost	96,378,261	(2,126,482)
Federal Funding	23,495,193	42,306
Provincial Funding	1,214,069	300,464
Fees, Charges & Other	6,445,999	(869,252)
Net Program Cost	<u>\$ 65,223,000</u>	<u>\$ (1,600,000)</u>

	Budgeted Units of Service	
	2003	Change from 2002
Brampton	104,600	3,800
Caledon	17,200	600
Mississauga	201,400	3,200
Total Households	<u>323,200</u>	<u>7,600</u>



#### 4. Budget Variance Explanation

	<u>Net Program Costs</u> <u>Change from</u> <u>2002</u>
Increase in goods and services due mainly to increases in human resources, legal, public relations charges, rent and other operating costs. These increases are largely a result of the annualization effect on operating costs of hiring previously approved complement positions related to the downloading of social housing.	409,672
Annualization of six previously approved positions including three positions funded by federal/provincial programs and Social Services. Two financial positions have been transferred from Peel Living. An additional position is required to respond to increased volumes of customer inquiries.	816,804
Reserve contributions have increased due to the reduction in grant payments to the housing providers. It has been determined that the social housing reserve fund requires an annual contribution of \$10 million to meet future capital liabilities and support a small development program in the next few years. Given the 2002 retained surplus, this contribution can be reduced as indicated.	3,289,700
Grant payments to housing providers have decreased due to subsidy reconciliations and overpayments returned. Rent supplement units in 2003 have decreased therefore, subsidy previously allocated is not required. Decreases in mortgage rates have also contributed to this reduction and are realized upon renewal.	(6,642,658)
Decrease in revenue from rent supplement tenants is due to the decrease in rent supplement units.	869,252
Increase in subsidy received.	(342,770)
<b>Net Program Cost Variance</b>	<u><b>\$ (1,600,000)</b></u>

# HERITAGE

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For F.4 to F.5 (inclusive), please refer to the Heritage section of the 2003 Capital Budget and 2004–2012 Capital Forecast document.

**A. Background**

**A.1 Preparing the Service Strategy/Business Plan**

Several members of staff and volunteers of the Peel Heritage Complex (PHC) participated in the development of this document:

David Somers, Curator  
Diane Kuster, Registrar  
Josie Premzell, Education Co-ordinator  
Maureen Couse, Curatorial Assistant  
Judy Daley, Assistant Curator  
Advisory Board, Peel Heritage Complex

Work on the plan was started in April 2002 and was completed in August 2002. This process involved several meetings and a two-day excellence assessment.

**A.2 Key Contacts**

Keith Ward, Commissioner, Housing and Property and General Manager, Peel Living  
905-791-7800, Ext. 4670  
[keith.ward@region.peel.on.ca](mailto:keith.ward@region.peel.on.ca)

David Somers, Curator  
905-791-4055, ext. 2112  
[somersd@region.peel.on.ca](mailto:somersd@region.peel.on.ca)

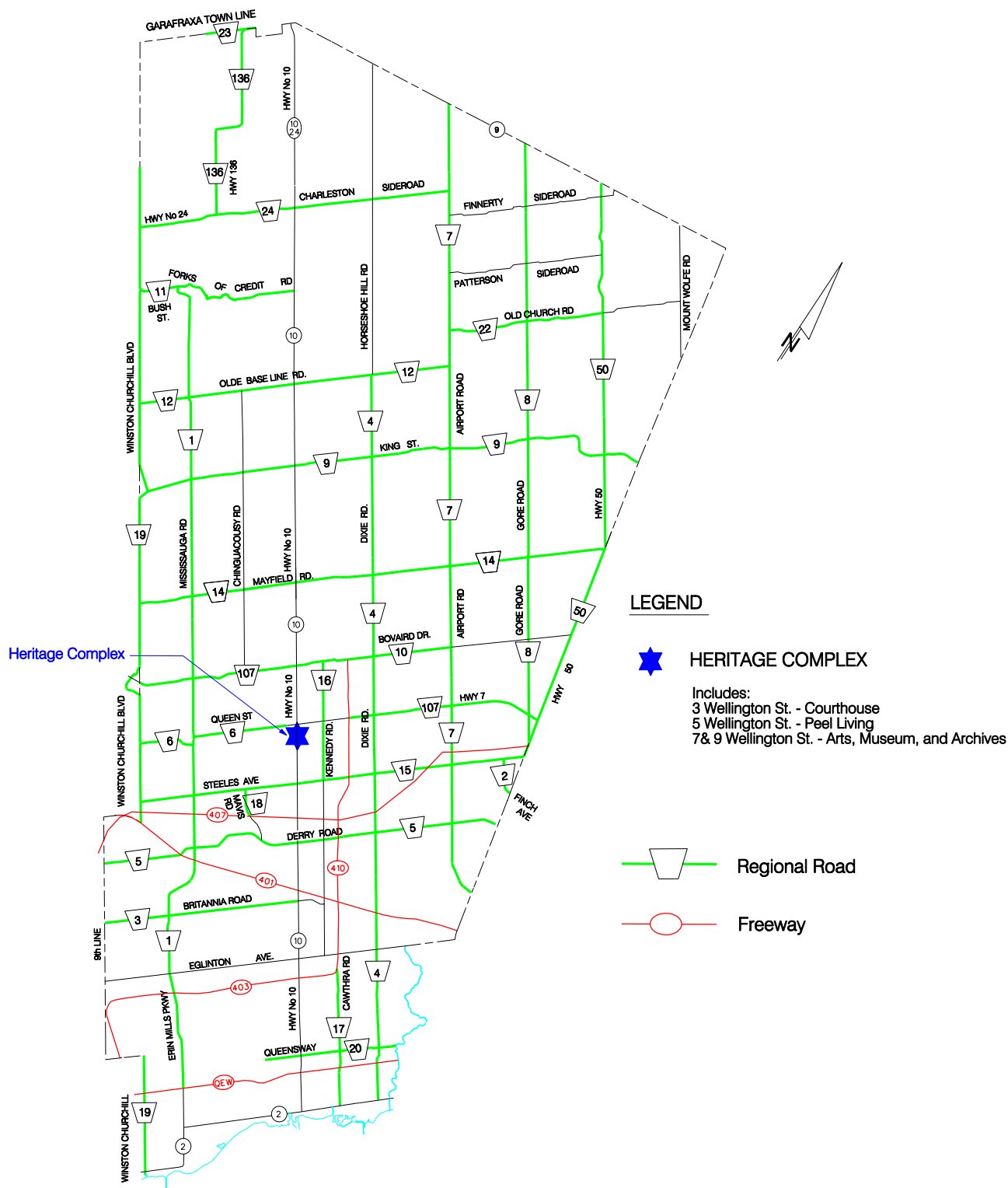
**A.3 Additional Information**

The PHC works intensively with volunteers from the Peel community. The Friends of the Peel Housing Complex is an organization that represents the volunteer interests of the PHC and this group was consulted throughout the process. In addition, the Friends of the Peel Heritage Complex have just completed an organizational review, a document that was used in tandem with the completion of this report.

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## B. Description of Current Services

### B.1 Program Location Map



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## **B.2 Profile of Current Services**

The PHC has four primary service areas:

### **Collections**

The PHC actively collects, through donations and purchases, the best examples of Peel's artistic, cultural and documentary heritage. These collections are documented and cared for through professional techniques and storage systems.

### **Exhibitions**

The PHC brings to the community exhibits and programs that promote Peel's culture and heritage within the wider context of the development of Canadian art and heritage.

### **Education**

The PHC, with its partners the community-based arts organizations, heritage groups and schools, serves as a resource centre for archival research. Public programming includes workshops, lectures, family based events, art classes and outreach presentations to schools, service groups and seniors residences.

### **Development**

Heritage activities are supported through fundraising efforts directed to the private sector (both individual and corporate), foundations and other levels of government. This activity is enhanced through active participation of the Heritage volunteer group.

## **B.3 Description of Clients/Customers**

### **Schools/Students/Teachers**

The PHC has an active education program for schools (elementary and high school) and through its March break and summer art programs.

### **Seniors**

The PHC provides programs for seniors both in terms of outreach (seniors' facilities and hospitals) and in-house (tours and lectures). In addition, parts of the permanent collection are on display in Regional seniors' facilities.

### **Donors/Supporters**

The growth of the permanent collection over the last 10 years is due primarily to the generosity of donors and supporters of the PHC and its programs.

### **Volunteers**

The Friends of the Peel Heritage Complex is a group of dedicated volunteers who provide advocacy and fundraising for the Archives, Art Gallery and Museum. Members of the boards and committees provide advice on acquisitions and programming. In addition Heritage also has a Youth Volunteer Group that provides assistance with fundraising and special events.

### **Local history and arts groups**

The PHC partners with local groups and assists them in promoting heritage and cultural issues throughout the Peel community.

### **Artists**

The Art Gallery of Peel provides exhibition opportunities to artists residing in the Region of Peel through the Annual Juried Exhibition and the Whitney Gallery for Community Artists. Further support is provided to artists through inclusion in the permanent collection.

### **Genealogists**

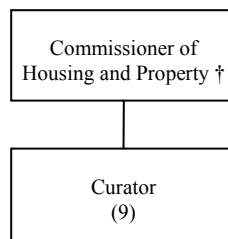
Through the Region of Peel Archives the PHC provides a forum for research and documentation of family and local history for individuals and groups.

### **Regional Employees**

The staff and volunteers of the PHC provide information and expertise on architectural heritage, legislative history and governmental funding to various departments within the Region of Peel.

## B.4 Overall Organization Structure

### Heritage



**Total Full Time Equivalent (FTE) = 9.0**  
(reflects Council approved positions only)

Note:

All positions listed have supervisory responsibilities.

( ) Denotes all FTE in the group including the boxed position.

† Commissioner also responsible for Housing Policy and Program and Property Services. FTE for these positions are reflected in Housing Policy and Program.

## B.5 Significant Recent Activities/Initiatives

- Over 130 donations and purchases of art, artifacts and archival material have enhanced the collections of the PHC
- Exhibitions: Avro Arrow: A Dream Denied; Peel Artists: Henry Jerome and Jiri Ustohal; Images of War; Annual Juried Exhibition; Student Curated Exhibition
- An organizational review was completed in 2002
- Heritage Blooms was a highly successful fundraiser
- Community Heritage was celebrated through “Doors Open” in co-operation with local heritage groups
- Funding provided by the SuperBuild Sports, Culture and Tourism Partnerships (SCTP) in order to improve barrier free access to the facility
- March break and summer programs were over subscribed and provided intensive art instruction to more than 250 children
- The Seniors Outreach Program was expanded in order to keep up with demand

**C. *Trends and Issues***

**C.1 Emerging Trends**

- Provincial funding for museums and galleries has not increased for over 10 years
- Significant growth of the multi-cultural community
- Competition with other organizations for volunteer participation
- Competition with other organizations for fundraising dollars
- Lack of focus on cultural and heritage institutions for public and private funding

**C.2 Key Strategic Issues**

- Development of a planning document in tandem with volunteers that will take into consideration the organizational review and will create a process for enhanced volunteer participation within Heritage programs
- Development of a marketing plan and budget that will create a stronger presence in the community, increase visitor numbers, and increase the potential for programming/marketing packaging with other arts, culture, and heritage organizations in the community
- Develop a stronger membership program representing a wider geographical base

## **D. *Mandate, Objectives and Actions***

### **D.1 Mandate and Objectives**

#### **Mandate:**

The PHC collects, preserves and makes accessible the material culture of Peel. By providing a forum for heritage and culture, we build bridges to the many diverse communities within the Region of Peel.

#### **Objectives**

1. Provide the best examples of Peel's artistic, cultural and documentary heritage
2. Make Peel's heritage accessible through a variety of means
3. Expand and improve programs through development activities with the membership, other governmental agencies and the private sector

### **D.2 Objectives and Actions**

1. **Provide the best examples of Peel's artistic, cultural and documentary heritage**
  - 1.1 Invest in and manage the permanent collection using professional techniques, materials and storage conditions
  - 1.2 Complete a thorough inventory of all material, art and artifacts currently in the collection
  - 1.3 Develop a long range plan to improve environmental conditions within the storage and exhibition areas
  - 1.4 Develop a museum acquisition partnership with the Brampton Historical Society
2. **Make Peel's heritage accessible through a variety of means**
  - 2.1 Promote Regional heritage programs and services
  - 2.2 Explore new ways of delivering service and involve citizens and volunteers as valued partners
  - 2.3 Develop a marketing plan
  - 2.4 Expand the use of courthouse space
  - 2.5 Provide ongoing support for volunteers and donors
3. **Expand and improve programs through development activities with the membership, other governmental agencies and the private sector**
  - 3.1 Complete applications to the Canada Council for the Arts and the Gordon Duncan Charitable Foundation to improve aspects of the permanent collection related to Peel

- 3.2 Encourage volunteer participation in the presentation of the budget for Heritage at Regional Council
- 3.3 Establish a stronger membership and volunteer program that takes into consideration the recruitment and retention of both groups
- 3.4 Improve and expand staff/volunteer interaction
- 3.5 Increase profile of the institution and its exhibitions by collaborating with national institutions to obtain loans of important art and artifacts

### **D.3 Service Principles**

In support of the Regional Values, PHC has the following service principles:

- Serving the public interest (public trust)
- Inclusive environment
- Life-long learning
- Commitment to excellence
- Innovation

### **D.4 Strategic Plan Connection**

The objectives and actions in the Heritage Service Strategy/Business Plan are consistent with and support the following Goal in the Region's strategic plan, *Directions for Success: Investing in Peel's Future*:

**Goal 1:** Improve the community's health, social well-being and safety

## **E. Monitoring and Measuring the Service Strategy/Business Plan**

### **E.1 Measurement of Objectives/Actions**

Contact the Commissioner of Housing and Property for details on measurement of the objectives and actions.

### **E.2 Performance Targets**

#### **1. 2002**

Annual Campaign Projects	Throughout the Year	Completed
Heritage Day	February 2002	Completed
March Break Program	March 2002	Completed
Museum Exhibitions	Throughout the Year	On Target
Art Gallery Exhibitions	Throughout the Year	On Target
Annual Juried Exhibition	April 2002	Completed
Heritage Blooms Gala	April 2002	Completed
Student Curated Exhibition	May 2002	Completed
Film Circuit	Throughout the Year	On Target
Summer Camp Program	July 2002	Completed
Youth Volunteer Program	July – August 2002	On Target
Kid Summer	August 2002	Completed
Public Programs	Throughout the Year	Completed
Day Tours	Throughout the Year	On Target
Seniors Outreach	Throughout the Year	On Target
Whitney Gallery	Throughout the Year	Lower than expected
Day Trips	Throughout the Year	Cancelled for 2002
War Art School/Seniors' Program	Throughout the Year	Completed
Web Outreach – Peel as Place	Throughout the Year	Postponed
Artists in the Classroom – Peel as Place	Throughout the Year	On Target
High School Exhibition – Violence Against Women	Throughout the Year	Completed

## 2. 2003

The Advisory Board of the PHC has recommended the following programs and activities for 2003:

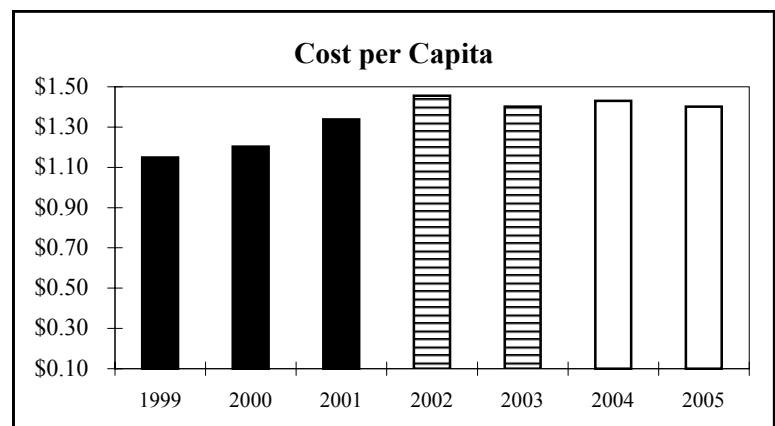
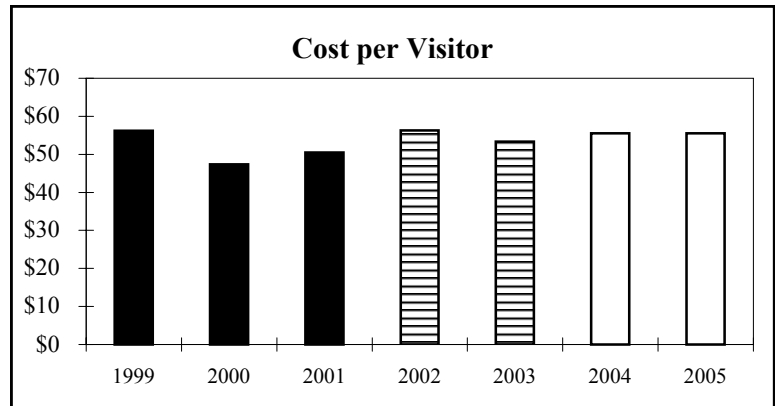
Heritage Day	February 2003
March Break Program	March 2003
Museum Exhibitions	Throughout the Year
Art Gallery Exhibitions	Throughout the Year
Annual Juried Exhibition	April 2003
Heritage Blooms Gala	April 2003
Student Curated Exhibition	May 2003
Film Circuit	Throughout the Year
Summer Camp Program	July 2003
Youth Volunteer Program	July – August 2003
Public Programs	Throughout the Year
Tours and Outreach School Programs	Throughout the Year
Seniors Outreach	Throughout the Year
Whitney Gallery	Throughout the Year
Artists in the Classroom – Peel as Place	Throughout the Year
Art Teens Workshops	Fall & Winter 2003
Sculpture Competition	To be determined



## E.3 Corporate Performance Measurement and Benchmarking

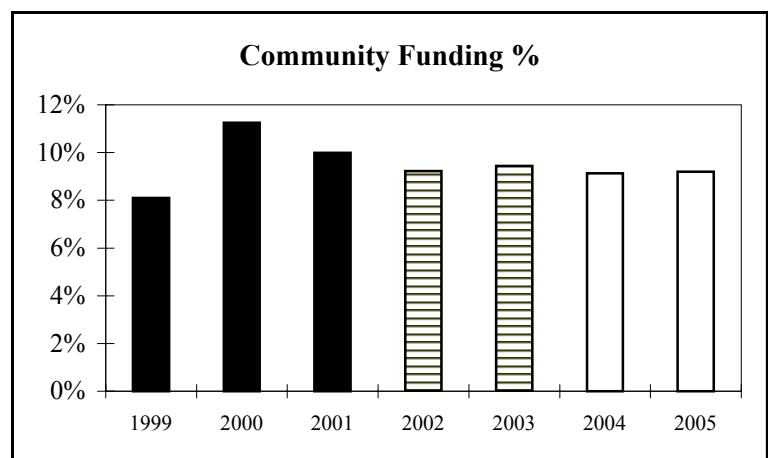
### 1. Program Efficiency

The number of visitors over the last two years has stabilized. In addition, the level of non-Regional funding has increased steadily and is expected to increase slightly in 2003. Programs at the PHC are more numerous, more ambitious and better attended despite reductions in staffing and resources.

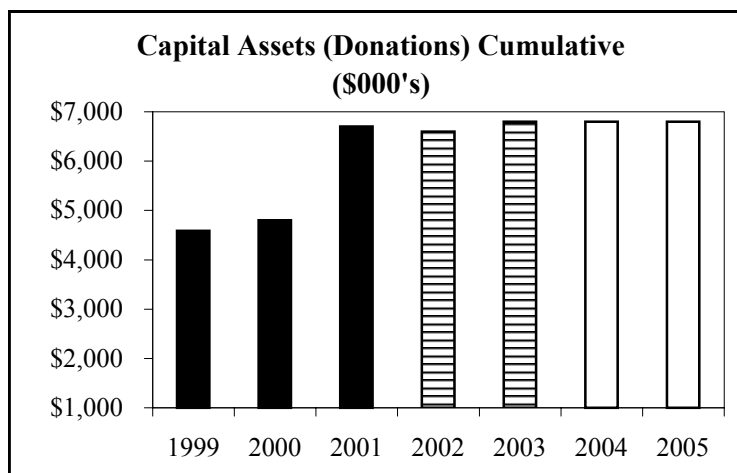


### 2. Community Impact

Increased funding from private and non-Regional sources in 2000 is due to a change in reporting the Board revenues and expenses to show full Heritage activities. In addition, the PHC makes a concerted effort to reach out to the various communities residing within Peel Region. These communities cross cultural lines and touch all age groups.



The value and quantity of the permanent collection will continue to rise due to the increased community interest in preserving the Region of Peel heritage. The PHC holds the largest public collection of art, artifacts, photographs and documents in the Region of Peel. The permanent collection is estimated to be worth \$6.7million.



### 3. Data

	Actual			Budget		Target		
	1999	2000	2001	2002	2003	2004	2005	
<b>Program Efficiency:</b>								
Cost per visitor	\$ 56.22	\$ 47.35	\$ 50.48	\$ 56.32	\$ 53.35	\$ 55.56	\$ 55.56	
Cost per capita	\$ 1.15	\$ 1.20	\$ 1.34	\$ 1.45	\$ 1.40	\$ 1.43	\$ 1.40	
<b>Community Impact:</b>								
Capital assets (donations) cumulative (\$000's)	\$ 4,588	\$ 4,800	\$ 6,700	\$ 6,600	\$ 6,800	\$ 6,800	\$ 6,800	
Community funding %	8.1%	11.3%	10.0%	9.2%	9.4%	9.1%	9.2%	
<b>Source Information:</b>								
Total cost (\$000's)	\$ 1,072	\$ 1,154	\$ 1,318	\$ 1,464	\$ 1,441	\$ 1,500	\$ 1,500	
Total community \$ raised	\$ 86,745	\$ 129,820	\$ 131,607	\$ 135,000	\$ 136,000	\$ 137,000	\$ 138,000	
Number of visitors	19,061	24,366	26,103	26,000	27,000	27,000	27,000	
Peel population	933,000	959,000	985,000	1,006,400	1,027,800	1,049,200	1,070,600	

### 4. Customer Service

In 2002, programs continued to be delivered to new and diverse audiences through co-operation with numerous multicultural, heritage and history groups. It is important for these groups to be represented in professional exhibitions at the PHC.

A renewed commitment has been made to the elderly population with Seniors Outreach Program in the homes for the aged in Peel.

The volunteer base, including the Advisory Board, reflects the broad spectrum of the Peel community. A new commitment to include young volunteers in programming was established in 2001 and continued in 2002.

## **5. External Benchmarking**

There are no comparable institutions in the Province of Ontario, which offer the combined services and programs of a public art gallery, museum and archives, which both exhibit and preserve a permanent collection.

**F. 2003 Financial Requirements Presentation**

**F.1 Current Budget Introductory Comments/Analysis**

**Heritage Complex**

The Region of Peel owns and operates the PHC which is comprised of the Art Gallery of Peel, the Region of Peel Archives, the Region of Peel Museum (housed in the former Peel County Jail and the former Peel County Registry Office), the former Peel County Courthouse and the former Peel County Administrative Building, which is occupied by some of the Housing and Property staff. Together these buildings represent the most important historic structures in the Region of Peel.

**Heritage Program**

The Heritage Program is an amalgamation of cultural and heritage community interests dedicated to the collection, preservation, exhibition, and research of Peel's art, architecture, and heritage.

The purpose of the Heritage Program is to collect, preserve, house, catalogue, research, display, interpret, and promote objects of archaeological significance and cultural and artistic heritage, and encourage arts education.

The Region of Peel encourages and supports heritage preservation, and recognizes the significant role of heritage in developing the overall quality of life for residents and visitors to Peel.

There is a PHC Advisory Board, comprised entirely of volunteers, which supports Heritage activities through advocacy, guidance and fundraising.

The financial impact of the Heritage Program's 2003 Current Budget compared to the 2002 Current Budget is an increase of \$25,564.

- Salaries and wages have increased due to the annual staff salary increases
- Increase to the rental internal charge due to the utilities increasing and a new landscaping contract to maintain the grounds of the PHC

### **Heritage Properties**

The Heritage Properties comprise of the following three buildings:

- 5 Wellington – occupied by Peel Living staff and Housing Program and Policy staff
- 3 Wellington (Courthouse) – occupied by Peel Living staff and Housing Program and Policy staff
- 7 & 9 Wellington (Art Gallery and Jail) – occupied by the Heritage Program (which consists of the Archives, Art Gallery and the Museum)

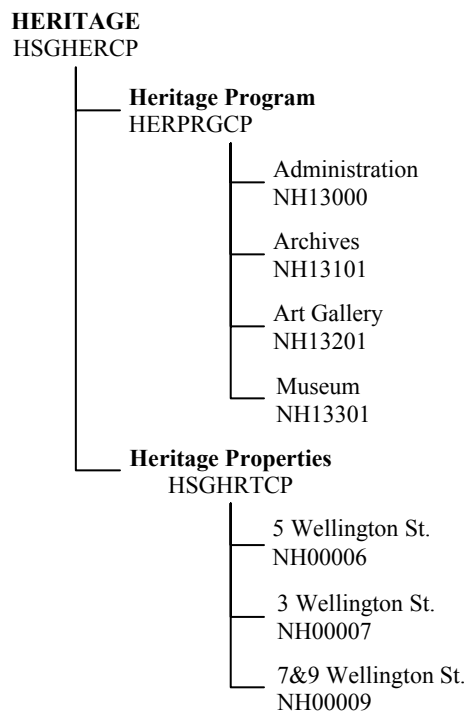
These are historical buildings and have to be maintained as such. For financial purposes, in 2002 the Heritage Properties have been redeployed from the Property Services structure to the Heritage structure to give the whole picture of the PHC as one unit. These buildings are still maintained and managed by another division of the Housing and Property department, Property Services. The occupants of these buildings pay rent to help offset the building's expenditures.

The financial impact of the Heritage Properties' 2003 Current Budget compared to the 2002 Current Budget is a decrease of \$64,092.

- The Courthouse facility was renovated in 2002 to accommodate some office space and meeting rooms for the Housing and Property department. The programs will be paying rent for this space which has increased the revenues for the 2003 Current Budget by \$126,563.
- The PHC entering into a new landscaping contract for maintaining the grounds, an increase in the utilities costs and additional expenses due to the increased office space, has been offset by some of the above rental revenue.

Overall, the bottom line for the Heritage Properties is not fully recovered by the rental recoveries, due to the unrentable space in the Courthouse (i.e. Council Chambers and Courthouse room). These are historical landmarks and cannot be turned into rental office space. This space is sometimes rented out for weddings, movie shoots, or other events. When or if extra revenue is generated for these rentals, unpredictable to allocate in the budget process, the funds will be reviewed and allocated at the time of rental.

## F.2 Financial Structure Chart - Current Budget



### F.3 2003 Current Budget

#### 1. Activity Analysis

Budgeted Total Cost	
2003	Change from 2002
Heritage Admin.	234,718
Archives	237,869
Art Gallery	338,554
Museum	274,409
Heritage Properties	355,031
Total Program Cost	\$ 1,440,581

#### 3.

Budgeted Total Cost/Unit	
2003	Change from 2002
0.73	-
0.74	(0.07)
1.05	0.03
0.85	(0.03)
1.10	(0.10)
\$ 4.47	\$ (0.17)

#### 2. Account Analysis

Budgeted Total & Net Cost	
2003	Change from 2002
Goods & Services	709,461
Salaries & Wages	468,156
Capital Financing	262,964
Total Program Cost	1,440,581
Fees, Charges & Other	383,183
Subsidies	38,000
Net Program Cost	\$ 1,019,398

Budgeted Units of Service	
2003	Change from 2002
Brampton	104,600
Caledon	17,200
Mississauga	201,400
Total Households	323,200

#### 4. Budget Variance Explanation

Net Program Costs
Change from 2002

Program costs have increased primarily for utilities and fringe benefits due to the ending of the Ontario Municipal Employees Retirement System (OMERS) holiday, landscaping and janitorial services offset by additional internal recoveries.

(23,634)

Increase in rental recoveries due mainly to office space expanding into 3 Wellington (Courthouse) and 5 Wellington.

(14,894)

**Net Program Cost Variance**

**\$ (38,528)**

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# **PROPERTY SERVICES**

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Sections A.1 to E.1 (inclusive) of the standard Service Strategy/Business Plan are not included in the 2003 document due to a recent division realignment.

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**F. *2003 Financial Requirements Presentation***

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For F.4 to F.5 (inclusive), please refer to the Property Services section of the 2003 Capital Budget and 2004–2012 Capital Forecast document.

**E. *Monitoring and Measuring the Service Strategy/Business Plan***

**E.2 Performance Targets**

***Testing the Facility Management Fee Structure:***

The new facility management service model and tiered fee structure that was implemented for 2002 fiscal year was reviewed and analyzed by year-end 2002. The internal costing and benchmarking work completed during 2001/2002 has improved understanding of the facilities management business. A program specific performance measurement plan will be implemented for the corporate facilities asset management program January 2003.

### **E.3 Corporate Performance Measurement and Benchmarking**

#### **1. Program Efficiency**

Property Services continues to improve service efficiency and accountability to provide for improved asset management systems and quality delivery of service. Reviews of structure, processes and standards to facilitate continuous improvement, appropriate external benchmarking and managed competition are ongoing.

#### **2. Community Impact**

Use of Regional facilities (e.g. courtroom, council chambers etc.) by internal and external customers in promoting the quality of service deliveries in the community

The importance of the exterior signage and the Visual Identity Program allows for visual and easy access to community needs

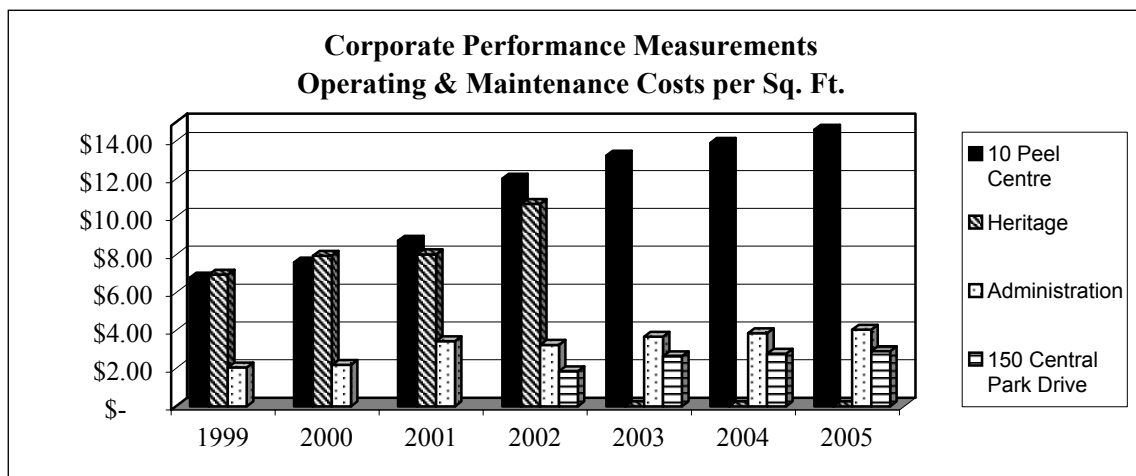
Property Services sets quality examples to other community facilities in management of leased buildings

Property Services manages the Heritage Complex facilities, which are of vital importance to the community as a historical site

Participating in public meetings involving internal and external property issues

### E.3 Corporate Performance Measurement and Benchmarking

#### 3. Data



	Actuals			Budget		Target	
	1999	2000	2001	2002	2003	2004	2005
<b>Operating Costs</b>							
(This includes Services & Rents, Materials & Supplies, Equipment & Furnishings, Salaries & Wages and Internal Charges less Office Space Rental, Capital Recoveries, Contributions from Reserves & Misc. External Recoveries)							
Facilities Mgmt Administration	\$ 787,642	\$ 837,293	\$ 2,593,344	\$ 2,535,157	\$ 2,754,988	\$ 2,892,737	\$ 3,037,374
10 Peel Centre	\$ 1,019,747	\$ 1,138,845	\$ 1,311,570	\$ 1,803,205	\$ 1,986,304	\$ 2,085,619	\$ 2,189,900
150 Central Park Drive	\$ -	\$ -	\$ 38,446	\$ 22,621	\$ 20,500	\$ 21,525	\$ 22,601
Heritage	\$ 339,371	\$ 388,429	\$ 392,049	\$ 522,049	\$ -	\$ -	\$ -
Facilities Mgmt total	\$ 2,146,760	\$ 2,364,567	\$ 4,335,409	\$ 4,883,032	\$ 4,761,792	\$ 4,999,881	\$ 5,249,875
<b>Rentable Sq. Ft.</b>							
10 Peel Centre	150,000	150,000	150,000	150,000	150,000	150,000	150,000
150 Central Park Drive	-	-	12,269	12,269	7,765	7,765	7,765
Heritage	48,863	48,863	48,863	48,863	-	-	-
Other facilities in FM portfolio	184,297	185,002	543,882	571,076	592,791	592,791	592,791
Total Sq. Ft.	383,160	383,865	755,014	782,208	750,556	750,556	750,556
<b>Cost Per Sq. Ft.</b>							
10 Peel Centre	\$ 6.80	\$ 7.59	\$ 8.74	\$ 12.02	\$ 13.24	\$ 13.90	\$ 14.60
150 Central Park Drive	\$ -	\$ -	\$ -	\$ 1.84	\$ 2.64	\$ 2.77	\$ 2.91
Heritage	\$ 6.95	\$ 7.95	\$ 8.02	\$ 10.68	\$ -	\$ -	\$ -

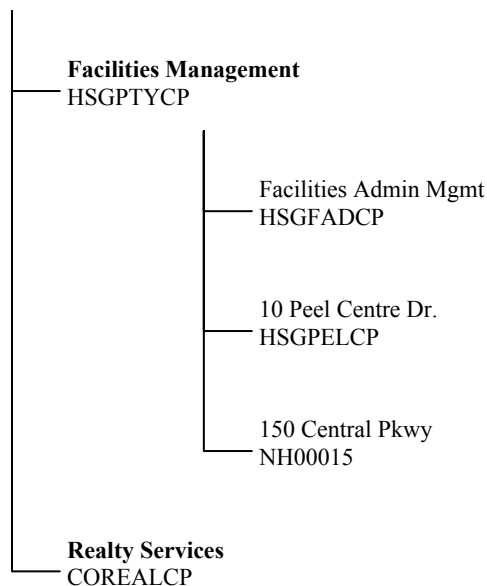
## **F. 2003 Financial Requirements Presentation**

### **F.1 Current Budget Introductory Comments/Analysis**

Overall Property Services anticipate a \$28,000 increase over 2002. The increase can be attributed to a combination of increases in utility costs, annual performance increases anticipated for 2003 salaries and fringe benefits, and the addition of five new positions. Rents for 10 Peel Centre Drive rose by 77 cents per square foot largely to offset the increase in operating costs. Property Services' fee structure has not changed from 2002 and both the Design and Capital Works business units are expected to return a profit for 2003.

### **F.2 Financial Structure Chart**

#### **PROPERTY SERVICES HSGFACCP**



### F.3 2003 Current Budget

#### 1. Activity Analysis

	Budgeted Net Cost	
	2003	Change from 2002
Realty Services	-	-
Facilities Management	-	28,154
Net Program Cost	<u>\$ -</u>	<u>\$ 28,154</u>

#### 3.

	Budgeted Net Cost/Unit	
	2003	Change from 2002
	-	-
	-	0.09
	<u>\$ -</u>	<u>\$ 0.09</u>

#### 2. Account Analysis

	Budgeted Gross & Net Cost	
	2003	Change from 2002
Goods & Services	3,074,516	489,720
Salaries & Wages	3,006,113	493,539
Capital Financing	<u>1,072,751</u>	<u>(26,921)</u>
Gross Program Cost	7,153,380	956,338
Fees, Charges & Other	<u>7,153,380</u>	<u>928,184</u>
Net Program Cost	<u>\$ -</u>	<u>\$ 28,154</u>

	Budgeted Units of Service	
	2003	Change from 2002
Brampton	104,600	3,800
Caledon	17,200	600
Mississauga	<u>201,400</u>	<u>3,200</u>
Total Households	<u>323,200</u>	<u>7,600</u>

#### 4. Budget Variance Explanation

	<u>Net Program Costs</u> <u>Change from</u> <u>2002</u>
The increase in Goods and Services is attributable mainly to increases in services contracted out, increases in Purchasing internal charges, and small increases in supplies and natural gas. Other increases in internal charges are attributable to our internal allocation of expenses between various cost centres within Property Services which in turn is offset by internal recoveries shown below.	489,720
The increase in Salary and Wages is primarily due to annual merit and fringe benefit increases, the resumption of the employer's contribution to the Ontario Municipal Employees Retirement System (OMERS) Pension Plan, and the addition of five new positions to respond to increased workload in Project Services and Capital/Design.	493,539
A small decrease in Capital Financing is due to a decrease in contribution to Land Transaction Reserve from Realty because it is adequately funded.	(26,921)
The increase in Fees, Charges & Other is mainly due to an increase in capital recoveries received by Property Services in return for services provided to other regional departments. There is no change to Property Services fees structure from last year. The increase in the rent charge for 10 Peel Centre Drive (77 per square foot) is as a result of increased utility costs.	(928,184)
<b>Net Program Cost Variance</b>	<u>\$</u> <u><b>28,154</b></u>



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For F.4 to F.5 (inclusive), please refer to the Regional Planning section of the 2003 Capital Budget and 2004–2012 Capital Forecast document.

**A. Background**

**A.1 Preparing the Service Strategy/Business Plan**

Every employee of the Region's Planning Department met to discuss and determine a vision for the department and to develop this document.

One-day workshops were held off-site in August 2001, December 2001 and May 2002. This process also involved a two-day excellence assessment.

**A.2 Key Contacts**

Nick Tunnacliffe, Commissioner  
905-791-7800, ext. 4349  
[nick.tunnacliffe@region.peel.on.ca](mailto:nick.tunnacliffe@region.peel.on.ca)

Robert Gepp, Program Manager, Development Planning Services  
905-791-7800, ext. 4345  
[robert.gepp@region.peel.on.ca](mailto:robert.gepp@region.peel.on.ca)

**A.3 Additional Information**

This Service Strategy/Business Plan is the first detailed work plan created by the Planning Department under the guidance of the new Commissioner. The off-site workshops were also used as team building exercises for the whole department.

## **B. *Description of Current Services***

### **B.1 Program Location Map**

Regional Planning is located at 10 Peel Centre Drive.

### **B.2 Profile of Current Services**

Regional Planning provides services in three main areas, which coincide with the organization of the department:

#### **Planning Policy and Research**

Activities associated with Planning Policy and Research primarily include keeping the ***Regional Official Plan*** (ROP) strategic and up-to-date, monitoring and co-ordinating Greater Toronto Area (GTA)-wide planning initiatives and demographics and other trends affecting planning. Services also include bringing forward amendments to the ROP as necessary and defending the existing policy framework.

#### **Development Planning Services**

Development Planning Services implements the ROP and provincial policies on development applications. Also provides planning consulting services to other Regional departments.

#### **Transportation Planning**

Transportation Planning identifies and addresses transportation planning issues with the objective of planning for an effective, efficient, integrated and sustainable transportation system for the Region.

### **B.3 Description of Clients/Customers**

#### **Area Municipalities**

The primary clients of Regional Planning are the area municipalities, consisting of the City of Brampton, City of Mississauga and the Town of Caledon. Regional Planning works closely with the area municipalities in order to deliver Regional planning services to promote a well balanced, planning policy environment that balances the provision of services (thereby supporting economic vitality), a healthy social well-being and a sustainable natural environment.

### Developers

The overall purpose of planning is to set and implement land use and transportation policies to guide and regulate how and when development occurs. Developers work with Regional Planning in the development of policies and are directly affected by them as each application is processed.

### Regional Departments

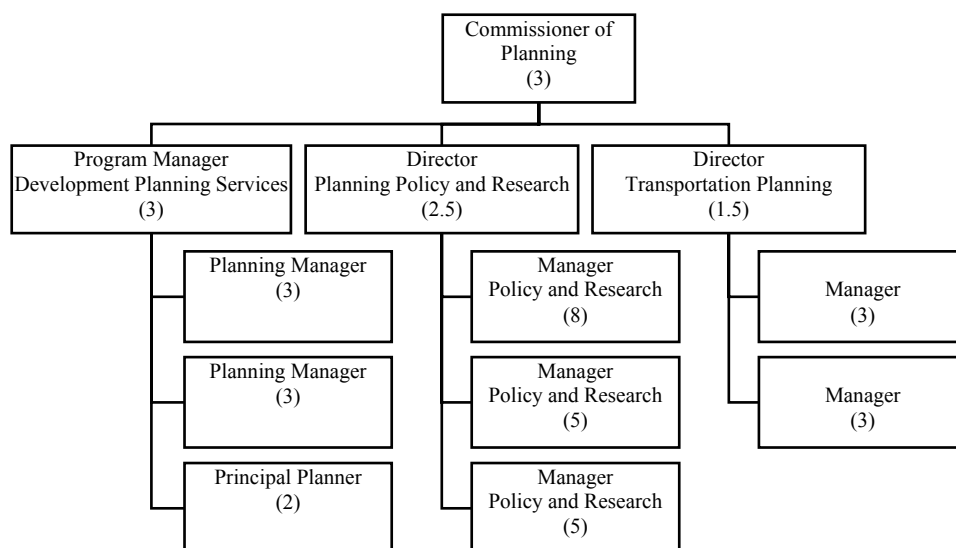
Regional Planning provides services to eight Regional departments: Corporate Services, Finance, Health, Housing and Property Services, Human Resources, Public Works, Social Services and the Executive Office.

### Partners and Stakeholders

In order to serve the ultimate clients, Regional Council and the community, Regional Planning has established formal and informal agreements and protocols with the area municipalities and conservation authorities in order to carry out roles and responsibilities and to avoid duplication in services. Regional Planning also works with the provincial ministries and provides provincial services and policy implementation on behalf of the Province of Ontario.

## B.4 Overall Organization Structure

### Regional Planning



**Total Full-time Equivalent (FTE) = 42**  
(reflects Council approved positions only)

Note:

All positions listed have supervisory responsibilities.

( ) Denotes all FTE in the group including the boxed position.



### **B.5 Significant Recent Activities/Initiatives**

- Developed Oak Ridges Moraine Strategy in partnership with the Regions of York and Durham and many community environmental partners
- Awarded the 2002 Award for Planning Excellence, Innovation category, from the Canadian Institute of Planners for Oak Ridges Moraine Strategy project
- Developed award winning Regional Planning Atlas that celebrated the first 25 years of planning in Peel Region
- Chaired the Peel Children's Water Festival which attracted 5,000 of Peel's students, plus members of the public
- Renewed the mandate of the department by engaging the area municipalities in developing a roles and responsibilities matrix
- Conducted the Springdale Transportation Study in co-operation with the City of Brampton which assists the Region and the city in managing growth
- Completed the Bolton GO Station Study
- Chaired the Corporate United Way campaign and surpassed the fund-raising goal by 25 per cent
- Entered all historical data into the Integrated Planning and Financial System (IPFS)
- Initiated the ***Regional Official Plan Strategic Update (ROPSU)***
- Provided planning consulting services to Peel Police, Peel Living and Public Works departments to obtain planning approvals
- Completed the West-Central Peel Transportation Study in co-operation with area municipalities, Ministry of Transportation and GO Transit
- Completed the 2001 Transportation Tomorrow Survey and 2001 Cordon Count
- Continued to educate, update and involve our clients through community outreach projects and provided information via enhanced web pages
- Ensured Regional and provincial interests continue to be protected while coping with the demands of the high growth rate in Peel
- Focused on means to improve the level of customer service and work is continuing on further improvements
- Initiated comprehensive long-range transportation planning in conjunction with the strategic update of the ROP
- Actively participated in the York/Peel Boundary Transportation Study
- Moved to implement the Mayfield Car Pool Lot
- Defended the ROP and Corporate policies at Ontario Municipal Board (OMB) hearings related to aggregate resource protection
- Initiated work with Housing and Property, Health and Social Services departments on ways to better coordinate planning for Human Services

- Participated in GTA-wide projects such as the symposium on Smart Growth, the review of the Toronto Official Plan and the State of Agriculture in the GTA

## **C. Trends and Issues**

### **C.1 Emerging Trends**

- Explosive growth in population and industry may result in a reduced quality of life
- Increasing immigration will lead to increasing cultural diversity
- Fear of declining quality of life given growth and pressures
- Provincial policy/legislative changes and increasing federal government involvement with municipalities
- Aging of population will impact on planning and social services required
- There are greater public security concerns
- Current development patterns are not sustainable given ongoing rapid growth
- Lack of leadership and funding from senior governments has led to a lack of co-ordination and investment and is resulting in deteriorating social, economic and environmental systems
- There are increasing partnership opportunities between the public and private sectors
- Intense competition among city/regions throughout the world
- Response to global warming and climate change will affect services and policies
- There seems to be an increase in senior government support for “planning”
- There is a greater public awareness of planning and its importance

### **C.2 Key Strategic Issues**

- Creating a strong, well-managed team, making the department a desirable place to work
- Providing a thorough co-ordination of GTA-wide planning
- Building strong relationships, both internally (department/Region) and externally (area municipalities/others)
- Determining key departmental priorities
- Anticipating and preparing for emerging issues by having the information and being proactive
- Capitalizing on new technologies
- Promoting the Region and the Planning Department

**D. *Mandate, Objectives and Actions***

**D.1 Mandate and Objectives**

**Mandate:**

To provide Regional Planning Services to improve the quality of life in Peel.

**Objectives:**

1. Create healthy communities by managing growth
2. Protect important natural, environmental and agricultural resources
3. Achieve a Regional structure that provides for the projected growth
4. Achieve a more sustainable land use and transportation system that accommodates future transportation needs
5. Be a leader in the provision of Regional Planning services

**D.2 Objectives and Actions**

**1. Create healthy communities by managing growth**

- 1.1 Review the ROP and develop growth management strategies\*
- 1.2 Strengthen internal and external relationships
- 1.3 Develop implementation strategies to improve environmental protection, economic vitality and social well being in Peel
- 1.4 Create educational outreach strategies that promote and support community based economic, social and environmental health

**2. Protect important natural, environmental and agricultural resources**

- 2.1 Create and implement Oak Ridges Moraine policies
- 2.2 Strengthen partnerships for environmental and resource protection
- 2.3 Support agricultural initiatives
- 2.4 Balance growth and conservation of Peel's agricultural and natural resources

**3. Achieve a Regional structure that provides for the projected growth**

- 3.1 Determine and monitor projected population and employment growth
- 3.2 Determine a desirable future urban structure i.e. density, transportation links
- 3.3 Evaluate the appropriateness of the Region's urban boundary

**4. Achieve a more sustainable land use and transportation system that accommodates future transportation needs**

- 4.1 Undertake comprehensive long-term transportation planning\*

- 4.2 Investigate best practices in transportation to maximize usage of existing infrastructure
- 4.3 Promote alternative modes of transportation
- 4.4 Plan and promote strategies for inter-regional transit

**5. Be a leader in the provision of Regional Planning services**

- 5.1 Support and enhance working relationships with all of our partners
- 5.2 Improve performance in the review and comment on development applications
- 5.3 Defend Regional and provincial policies at the OMB
- 5.4 Develop a communications plan and marketing strategy
- 5.5 Ensure high quality planning information to support policy development and implementation
- 5.6 Positively influence the Brampton Growth Management program through full participation in the process and co-ordinating a wide range of Regional interests

\* Strategic Actions under the direction of the Executive Management Team (EMT).

**D.3 Service Principles**

The Regional Values function as the service principles for Regional Planning.

**D.4 Strategic Plan Connection**

The objectives and actions in the Regional Planning Service Strategy/Business Plan are consistent with and support the following Goals in the Region's strategic plan, *Directions for Success: Investing in Peel's Future*:

- Goal 2:** Assess and manage all aspects of growth that affect Peel
- Goal 3:** Preserve, protect and enhance Peel's natural environment and resources
- Goal 5:** Be a leader in the provision and co-ordination of Regional services

**E. *Monitoring and Measuring the Service Strategy/Business Plan***

**E.1 Measurement of Objectives/Actions**

Contact the Commissioner of Planning for details on measurements of the objectives and actions.

**E.2 Performance Targets**

**1. 2002 (not applicable)**

**2. 2003**

The Department will:

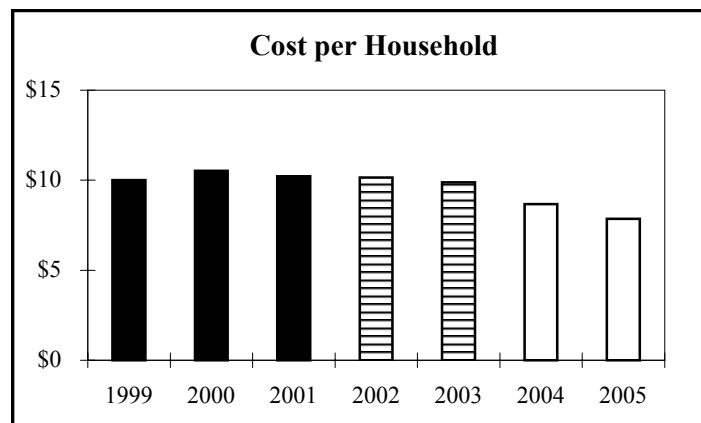
1. Create healthy communities by managing growth.
  - Continue work on the ROPSU through 2003 by undertaking the technical work, consulting with the public and bringing forward official plan amendments as required.
  - Work with Health, Housing and Property, and Social Services departments on improving planning for Human Services
  - Participate in Brampton's Growth Management Strategy and bring forward an ROP amendment, if required.
2. Protect important natural environmental and agricultural resources.
  - Bring forward, with the Town of Caledon, an ROP amendment to implement the Province's Oak Ridges Moraine Conservation Plan
  - Investigate potential partnerships to further protect important natural and environmental areas
  - Continue to work with the Peel Agricultural Advisory Working Group on agricultural issues
  - Continue to work with Durham and York Regions and their respective Federations of Agriculture on initiatives to sustain the agricultural industry in the GTA
3. Achieve a regional structure that provides for the projected growth
  - Bring forward an ROP amendment on population and employment forecasts
  - Monitor and disseminate 2001 Statistics Canada Census and other data through the Peel Data Centre
  - Develop, with the area municipalities a "made in Peel" position on expected proposals from the province's Central Zone Smart Growth Panel

- Investigate how the Smart Growth Panel's proposals should be incorporated in the Region's Official Plan
  - Participate with Brampton in a review of the urban boundary and bring forward an Official Plan Amendment if necessary
4. Achieve a more sustainable land use and transportation system that accommodates future transportation needs
- Initiate transportation work stream of the ROPSU
  - Initiate with Caledon and Brampton, a Caledon Transportation Study
  - Initiate work (data collection, analysis) on a goods movement strategy for Peel
  - Further investigate with Caledon and GO Transit, the Bolton GO Station
  - Continue to implement the car pool lot program
5. Be a leader in the provision of Regional Planning Services.
- Improve the working relationship with all our partners, through regular meetings, informal contacts and participation in their projects
  - Continue to improve the quality of comments and turnaround times on development applications
  - Expand the role of the Peel Data Centre as a medium to disseminate information
  - Improve the quality of the Planning Web site to ensure timely and topical information is available.

## E.3 Corporate Performance Measurement and Benchmarking

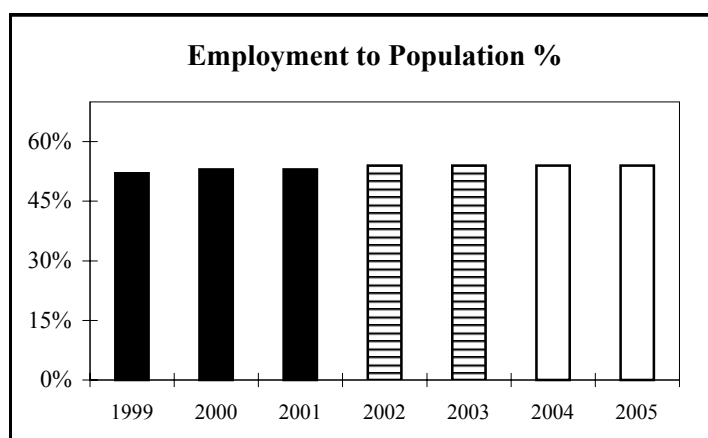
### 1. Program Efficiency

Continued growth results in increased service level demands, primarily from the area municipalities. This, combined with initiatives such as the recently created central repository for demographic and socio-economic data, long range transportation studies and the legislated ROP review which commenced 2002 requires increased funding to meet these demands and implement Council's strategic directions.



### 2. Community Impact

Peel's total employment (# of jobs in the Region) to population ratio is 54 per cent in 2003. The ratio continues to increase reflecting a healthy job market in the Region.



### 3. Data

	Actual			Budget		Target	
	1999	2000	2001	2002	2003	2004	2005
<b>Program Efficiency:</b>							
Cost per household	\$ 10.01	\$ 10.53	\$ 10.22	\$ 10.16	\$ 9.88	\$ 8.67	\$ 7.85
<b>Community Impact:</b>							
Employment to population %	52%	53%	53%	54%	54%	54%	54%
% of employed labour force live & work in Peel	63%	63%	63%	63%	66%	66%	66%
<b>Source Information:</b>							
Total cost (\$ 000's)	\$ 2,920	\$ 3,156	\$ 3,147	\$ 3,205	\$ 3,194	\$ 2,869	\$ 2,656
Peel households	291,600	299,800	308,000	315,600	323,200	330,800	338,400



#### **4. Customer Service**

The department revitalized the Planning Web site to include new initiatives to increase community outreach. Planning staff now offer to make presentations on a number of timely issues to community groups, students and others. In order to continually inform external clients and seek their involvement in the ROPSU process, information is provided on all issues, meetings, reports and resolutions. 2001 Census information is added to the Web site as it becomes available from Statistics Canada. Web traffic has increased dramatically over 2001.

## **F. 2003 Financial Requirements Presentation**

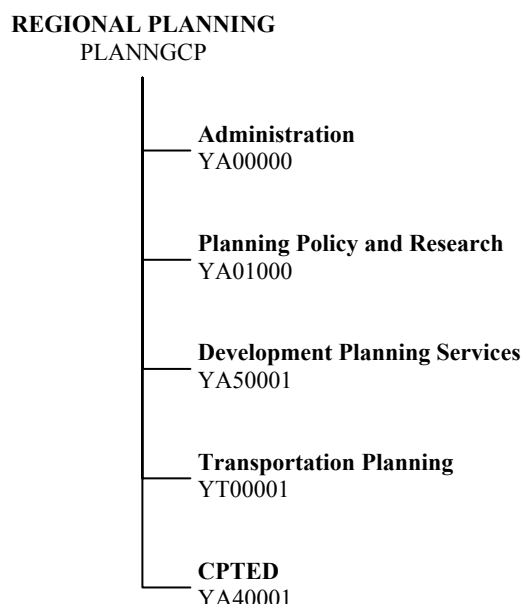
### **F.1 Current Budget Introductory Comments/Analysis**

The 2003 budget includes the full annualization of the 2002 departmental restructure; no new staff increases are budgeted for in 2003.

Council has initiated a review of the Official Plan, ***Regional Official Plan Strategic Update***. This will be a significant initiative for the department. Expenditures above the base budget for this project are provided in the capital program; however, a significant part of the department's operating budget will be directed to this project.

One of the components of ROPSU is to update the Region's transportation policies. Preliminary discussions with the area municipalities have identified the need for the development of a Caledon Transportation Study, the development of a goods movement strategy for Peel and the integration of existing transportation plans and strategies at provincial and area municipal levels into a coherent transportation plan for Peel. These projects will likely be undertaken, in part, by consultants and will be funded from the capital program.

### **F.2 Financial Structure Chart – Current Budget**



### F.3 2003 Current Budget

#### 1. Activity Analysis

	Budgeted Total Cost	
	2003	Change from 2002
Administration	173,474	(514,710)
Planning, Policy and Research	1,533,874	173,815
Crime Prevention Through Environmental Design	8,000	8,000
Devlp. Planning Services	808,788	232,026
Transportation Planning	669,422	89,427
<b>Total Program Cost</b>	<b>\$3,193,558</b>	<b>\$ (11,442)</b>

#### 3.

	Budgeted Total Cost/Unit	
	2003	Change from 2002
	0.54	(1.64)
	4.75	0.44
	0.02	0.02
	2.50	0.67
	2.07	0.23
<b>Total</b>	<b>\$ 9.88</b>	<b>\$ (0.28)</b>

#### 2. Account Analysis

	Budgeted Total & Net Cost	
	2003	Change from 2002
Goods & Services	698	(631,474)
Salaries & Wages	2,962,860	620,032
Capital Financing	230,000	-
<b>Total Program Cost</b>	<b>3,193,558</b>	<b>(11,442)</b>
Fees, Charges & Other	80,500	-
<b>Net Program Cost</b>	<b>\$3,113,058</b>	<b>\$ (11,442)</b>

Budgeted Units of Service	
Total Households	
2003	Change from 2002

Brampton	104,600	3,800
Caledon	17,200	600
Mississauga	201,400	3,200
<b>Total Households</b>	<b>323,200</b>	<b>7,600</b>

#### 4. Budget Variance Explanation

	Net Program Costs Change from 2002
Recovery from utility rate supported budget related to servicing of Water and Wastewater interests	(631,474)
Full-year impact of increased staff complement and staff merit progression	620,032
<b>Net Program Cost Variance</b>	<b>\$ (11,442)</b>

# **AMBULANCE AND EMERGENCY PROGRAMS**

***AMBULANCE AND EMERGENCY PROGRAMS  
2003 SERVICE STRATEGY/BUSINESS PLAN***

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For F.4 to F.5 (inclusive), please refer to the Ambulance and Emergency Programs section of the 2003 Capital Budget and 2004–2012 Capital Forecast document.

## **A. Background**

### **A.1 Preparing the Service Strategy/Business Plan**

In order to complete the Service Strategy/Business Plan within the target date of June 30, 2002, a team of staff members from all divisions of Corporate Services was selected to meet and discuss the process and take part in the development of the Service Strategy/Business Plan. The team included:

R. Kent Gillespie, Commissioner of Corporate Services and Regional Solicitor  
Bonnie Zeran, Director of Clerk's and Regional Clerk  
Michael Goldrup, Director, Communication Services  
Patrick O'Connor, Director, Legal Services  
Kathryn Karcz, Manager, Administration, Ambulance and Emergency Programs  
Cynthia Ulba, Senior Public Affairs Associate  
Sandra Durish, Senior Financial Analyst  
Christine Zelman, Project and Financial Support Co-ordinator, Clerk's Division  
Pat Czata, Administrative Assistant to Commissioner of Corporate Services and Regional Solicitor

It was decided to develop a single Service Strategy/Business Plan for Corporate Services using the cross-divisional team. This enriched the discussion and gave support to every program in preparing the plan. Preparation of the document involved weekly meetings beginning in April. The meetings continued until the end of June and included a one-half day excellence assessment. However, because the Ambulance and Emergency Programs division is different from the support service divisions in Corporate Services, those parts of the Service Strategy/Business Plan applicable to Ambulance and Emergency Programs have been broken out and appear here.

### **A.2 Key Contacts**

Kent Gillespie, Commissioner of Corporate Services and Regional Solicitor  
905-791-7800, ext. 4315  
[gillespiek@region.peel.on.ca](mailto:gillespiek@region.peel.on.ca)

### **A.3 Additional Information**

This Service Strategy/Business Plan is the first service strategy business plan developed for Ambulance and Emergency Programs and was created in conjunction with the first departmental plan for Corporate Services.

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## **B.2 Profile of Current Services**

Provides:

- Ambulance services including pre-hospital emergency medical treatment and transport to hospitals as well as mandated medical transfers
- An Emergency Planning and Preparedness Program including creation, co-ordination and maintenance of Emergency Plans and the co-ordination of the necessary facilities and equipment for the Regional Emergency Operations Centre
- A 9-1-1 Emergency Telephone System for Peel including the co-ordination and administration of the program
- Support for Regional fire service co-ordination

## **B.3 Description of Clients/Customers**

### **Regional Council and Committees**

The Regional Council is comprised of the Regional Chair and 21 Regional Councillors from the City of Mississauga, City of Brampton and the Town of Caledon. Committees are comprised of selected Regional Councillors approved by Council.

### **Regional Departments**

Ambulance and Emergency Programs provides Emergency Preparedness support to nine Regional departments: Corporate Services, Executive Office, Finance, Health, Housing and Property Services, Human Resources, Planning, Public Works and Social Services.

### **Partners and Stakeholders**

Ambulance and Emergency Programs liaises and works with various partners and stakeholders including: Police and Fire Emergency Services, hospitals, the Ministry of Health and Long-Term Care, Ministry programs such as base hospital and Central Ambulance Communications Centres, area municipalities in Peel, other municipalities that provide ambulance services and volunteer first aid and emergency communication agencies.

### **Taxpayers**

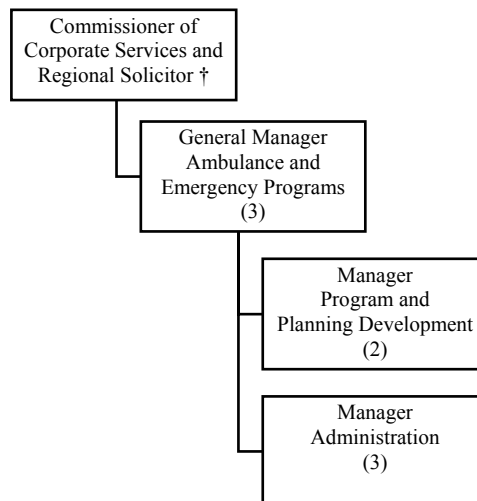
The people living and working in Peel who make use of ambulance and emergency services.

### **Commuters**

Individuals who commute to or through Peel.

## B.4 Overall Organization Structure

### Ambulance & Emergency Services



**Total Full-Time Equivalent (FTE) = 8.0**  
(reflects Council approved positions only)

Note:

All positions listed have supervisory responsibilities.

( ) Denotes all FTE in the group including the boxed position.

† Positions excluded from FTE complement given other division responsibilities

## B.5 Significant Recent Activities/Initiatives

- Continued to develop an ambulance program to deliver emergency medical service to people living and working in Peel that is effective, efficient, and in accordance with legislated standards
- Allocated additional hours of ambulance service to respond to the increase in demand for emergency medical services in Peel
- Enhanced Advanced Care Paramedic (ACP) service levels within the ambulance service
- Updated Emergency Measures Plan (EMP)

**C. *Trends and Issues***

**C.1 Emerging Trends**

- Less funding from government for services
- Heightened awareness of the importance of emergency preparedness and response
- Growth in demand for ambulance services

**C.2 Key Strategic Issues**

- Obtaining adequate funding to support the delivery of emergency medical services
- Improving delivery of emergency medical services through partnerships with hospitals, dispatch agencies, fire services and other ambulance services
- Improving Emergency Preparedness through co-ordination and partnerships with provincial and area municipal Emergency Planning bodies

## **D. *Mandate, Objectives and Actions***

### **D.1 Mandate and Objectives**

#### **Mandate:**

Corporate Services is a department committed to being a leader in the provision and co-ordination of services to Regional programs, external clients and Council.

The Ambulance and Emergency Programs division of Corporate Services has a mandate to provide high quality and effective emergency medical services and patient transportation pursuant to the *Ambulance Act*, effective and efficient emergency planning and preparedness pursuant to the *Emergency Readiness Act, 2002*, 9-1-1 emergency telephone services to direct calls quickly to emergency services and support for the Regional Fire Co-ordinator.

#### **Objectives:**

1. Plan and deliver high quality ambulance services, emergency measures planning and 9-1-1 emergency telephone services

### **D.2 Objectives and Actions**

- 1. Plan and deliver high quality ambulance services, emergency measures planning and 9-1-1 emergency telephone services**
  - 1.1 Develop a comprehensive performance measurement program
  - 1.2 Establish an effective and efficient first response component of the Region's ambulance program
  - 1.3 Develop protocols for ambulance dispatch with the Central Ambulance Communications Centre (CACC)
  - 1.4 Support the Ambulance Operators in meeting contractual targets for ACP in Peel
  - 1.5 Ensure the efficient and cost-effective use of fleet, equipment and consumable medical supplies
  - 1.6 Address concerns and develop strategies to reduce transfer of care delays at hospitals
  - 1.7 Develop Regional emergency plans that include inter- and intra- regional co-ordination
  - 1.8 Develop proposals to improve emergency telephone answering and dispatch within Peel
  - 1.9 Deliver public education and awareness programs that promote the proper use of emergency telephone services and ambulance services

### **D.3 Service Principles**

The Regional Values function as the Ambulance and Emergency Programs' service principles.

### **D.4 Strategic Plan Connection**

The objectives and actions in Ambulance and Emergency Programs Service Strategy/Business Plan are consistent with and support the following Goals in the Region's strategic plan, *Directions for Success: Investing in Peel's Future*:

**Goal 1:** Improve the community's health, social well-being and safety

**Goal 5:** Be a leader in the provision and co-ordination of Regional services

**E. *Monitoring and Measuring the Service Strategy/Business Plan***

**E.1 Measurement of Objectives/Actions**

Contact the Commissioner of Corporate Services for details on measurements of objectives and actions.

**E.2 Performance Targets**

**1. 2002**

- Reduction in response time through additional hours of service and redeployment of fleet:
  - Targeted increase in service hours halfway through the year was delayed until the last quarter to ensure that system data during the first part of the year justified this increase. Response time increases due to increased call demand have leveled off as 2001 services hour increases have taken effect to meet growth. 2002 service level increases will help meet 2003 growth in demand.
- Reduce maintenance costs for vehicles as older units are phased out:
  - Upon introduction of the service in 2001 several factors, including age of fleet and call demand resulted in much higher vehicle maintenance costs than expected. 2002 actual costs have come down from 2001 and reflect fleet improvements in both 2001 and 2002.
- Numbers of ACP (P2) shifts will increase by 20 per cent:
  - In 2002 the number of ACP shifts will increase by 11 per cent. The number of new ACPs that can be trained is limited by availability of training spaces and paramedics qualified to be trained. A program of in-house training has been developed to reduce the costs. In addition, incentives to paramedics to bear some of the cost themselves if they wish to obtain the upgrade have been discussed.



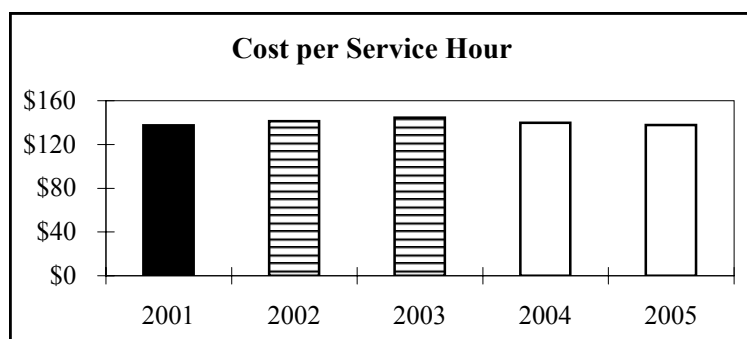
## 2. 2003

- Maintain response times at acceptable levels:
  - In urban areas, growth in call demand will require additional hours of service.
  - In urban areas existing call demand shows stress on current capacity to meet targets (excessive unit hour utilization) and additional service hours are needed to prevent gaps in service.
  - In rural areas, response times are significantly longer than in urban areas. Additional service is required to keep the rural response time from deteriorating to unacceptable levels.
- Conduct comprehensive performance review in support of a recommendation on service delivery options, resulting in a final Council decision before June 30, 2003.
- Increase ACP coverage. The number of ACPs will continue to be increased to reach Council-approved targets.

## E.3 Corporate Performance Management and Benchmarking

### 1. Program Efficiency

Ambulance cost per service hour is a measure of efficiency. This is the gross current cost of keeping one ambulance in service for one hour, including all management and support. This measure may be subject to change as standard benchmarking is developed among all ambulance services.



### 2. Program Effectiveness

Effective measures include several components: operational performance (response times and coverage), clinical performance (quality of care) and patient outcomes (success of interventions).

### 3. Community Impact

Community impact refers to the level of service provided and whether it meets the community's needs. Various indicators include: percentage of non-emergency calls, percentage of calls made by non-Peel ambulance and percentage of calls made outside Region, and percentage of ACP shifts.

### 4. Data \*

	Actual			Budget		Target	
	1999	2000	2001	2002	2003	2004	2005
<b>Program Efficiency:</b>							
Cost per service hour - Ambulance			\$ 137.49	\$ 141.36	\$ 144.40	\$ 139.78	\$ 137.70
Net cost per service hour - Ambulance			\$ 84.45	\$ 81.08	\$ 90.06	\$ 97.39	\$ 97.64
Cost per call - 9-1-1	\$ 2.62	\$ 4.09	\$ 3.64	\$ 3.87	\$ 3.88	\$ 3.88	\$ 3.88
Cost per capita - EMP/Fire Co-ordination	\$ 0.07	\$ 0.06	\$ 0.05	\$ 0.10	\$ 0.13	\$ 0.13	\$ 0.13
<b>Program Effectiveness: Ambulance</b>							
90 <sup>th</sup> percentile response time (Code 4) T2 - T4			11.07	11.19	10.39	9.34	9.34
Average response time (Code 4) T2 - T4			7.22	7.22	6.42	5.37	5.37
<b>Community Impact:</b>							
% of non-emergency calls			5%	5%	4%	4%	4%
% of calls made by non-Peel ambulance			3%	6%	3%	3%	3%
% of calls made outside Region			3%	5%	3%	3%	3%
% Advanced Care Paramedic shifts			25%	36%	52%	68%	84%

\*Note: The Region of Peel took over responsibility for Ambulance service Jan. 1, 2001. Data for years prior to 2001 is not comparable.

#### 4. Data Continued\*

	Actual			Budget		Target	
	1999	2000	2001	2002	2003	2004	2005
<b>Source Information:</b>							
Peel population	933,000	959,000	985,000	1,006,400	1,027,800	1,049,200	1,070,600
Ambulance service hours			136,975	146,522	159,047	168,857	178,667
Number of ambulance calls			90,578	90,000	92,000	94,000	96,000
Total cost - Ambulance (\$000's)			\$ 18,833	\$ 20,712	\$ 22,966	\$ 23,603	\$ 24,603
Net cost - Ambulance (\$000's)			\$ 11,568	\$ 11,880	\$ 14,323	\$ 16,445	\$ 17,445
Total cost - (\$000's)	\$ 67	\$ 61	\$ 48	\$ 97	\$ 134	\$ 134	\$ 134
EMP/Fire Co-ordination							
Total number of 9-1-1 calls	253,705	300,986	334,400	350,000	370,000	370,000	370,000
Total cost - 9-1-1 (\$000's)	\$ 665	\$ 1,230	\$ 1,218	\$ 1,356	\$ 1,434	\$ 1,434	\$ 1,434

\*Note: The Region of Peel took over responsibility for Ambulance service Jan. 1, 2001. Data for years prior to 2001 is not comparable.

#### 5. Customer Service

The components of this measure include commendations (i.e., positive customer feedback) and complaints (i.e., those that are determined to indicate areas of improvement required).

#### 6. External Benchmarking

Province-wide benchmarking exercises are underway to develop guidelines to develop a uniform and consistent approach to measurements.

## **F. 2003 Financial Requirements Presentation**

### **F.1 Current Budget Introductory Comments/Analysis**

There are four programs in this area, the largest of which is Ambulance. Upon the commencement of service in 2001, Peel Regional Ambulance Services saw an immediate threefold increase in call demand over what had been planned based on data obtained prior to the downloading of the service to the Region. As a result, service levels were adjusted by advancing coverage to approximately the third year of the plan. In 2002 demand for service has grown more consistently with growth in the community and with demographics that indicate an aging population.

Peel is unique in that it has one of the highest ratios of emergency calls to non-emergency calls anywhere in the province. 96 per cent of all Peel's calls are emergency calls. Many services are in the range of 50 per cent emergency to non-emergency calls. Peel's high number of emergency calls places great stress on the paramedics, fleet and equipment. Indicators show that Peel's paramedics are spending a much higher proportion of their time on these emergency calls than industry standards would recommend.

Finally, Peel is also unique in that it has both a large urban area with the second highest call demand in Ontario as well as a large rural area where distances are great and urban response times cannot be met. However, response times in rural areas must not be permitted to fall to unacceptable levels as compared with the urban areas.

The 2003 Ambulance current budget therefore reflects the addition of the equivalent of two ambulances operating 24 hours a day seven days a week. This level of service will address some of the pressures described above.

The budget also reflects a continuation of the ACP upgrade training program. Regional Council has set as a target a full ACP service. That would require about 65 per cent of the paramedics to be ACPs. About 25 ACPs will be trained given availability of training spaces and the qualification of the applicants. This program is vital in improving quality of care and patient outcomes. This is particularly important to Peel given the high ratio of emergency calls.

This year again, the level of provincial subsidy is uncertain. The budget includes the base level of funding that has been confirmed by the ministry. Any additional funding is likely but unknown at this time.

The *Emergency Readiness Act, 2002* will for the first time require municipalities to meet an increased level of emergency planning. Peel is well-positioned to meet the requirements of the Act. However, this level of activity will require additional support. It is therefore proposed to make the existing part-time Emergency Planning support position into a full-time one. The need for greater co-ordination among all municipal emergency preparedness partners makes this essential.

The 9-1-1 Emergency Telephone Services is also facing demand for additional call-taking capacity. However, no request for additional staffing has been made at this time.

Regional Fire Co-ordination funding remains unchanged for 2003.

## **F.2 Financial Structure Chart – Current Budget**

### **AMBULANCE AND EMERGENCY PROGRAMS COREMPCP**

<b>Ambulance</b>
GW20001
<b>Fire Co-ordination Services</b>
GX10001
<b>Emergency Measures Planning</b>
GX20001
<b>9-1-1 Emergency Telephone Services</b>
GX30001

### F.3 2003 Current Budget

#### 1. Activity Analysis

	Budgeted Total Cost	
	2003	Change from 2002
Ambulance	22,966,318	2,254,610
Fire Co-ordination	5,554	-
Emergency Measures Planning	128,068	36,982
9-1-1	1,434,160	78,401
Total Program Cost	<u>\$24,534,100</u>	<u>\$ 2,369,993</u>

#### 3.

	Budgeted Total Cost/Unit	
	2003	Change from 2002
Ambulance	144.40	3.04
Fire Co-ordination	N/A	N/A
Emergency Measures Planning	N/A	N/A
9-1-1	3.88	0.01

#### 2. Account Analysis

	Budgeted Total & Net Cost	
	2003	Change from 2002
Goods & Services	23,060,111	2,295,528
Salaries & Wages	498,989	74,465
Capital Financing	975,000	-
Total Program Cost	24,534,100	2,369,993
Subsidies	8,292,952	(539,027)
Fees, Charges & Other	350,000	350,000
Net Program Cost	<u>\$15,891,148</u>	<u>\$ 2,559,020</u>

	Budgeted Units of Service	
	2003	Change from 2002

Ambulance		
Service Hours	159,047	12,525
9-1-1 Calls	370,000	20,000

#### 4. Budget Variance Explanation

Net Program Costs  
Change from  
2002

##### Ambulance

##### Materials and Supplies

Increase in cost/volume of drugs and medical supplies used. 71,290

##### Services and Rents

Reflects increase in system hours, in number of ACPs and contractual wage increase for all paramedics as at April 1. 2,063,635

##### Equipment and Furnishings

Capitalization of multi-use equipment. (71,000)

##### Internal Charges

Reflects more appropriate allocation of overhead resources to the program. 153,350  
Vehicle insurance increases of approximately \$30,000. Increased Information Technology costs in anticipation of technology changes.

##### Salaries and Wages

Reflects anticipated increase in wages and benefits. 37,335

##### Grants and Subsidies

This year again, level of provincial subsidy is uncertain. Budget includes base level of funding (\$8.2 million). 539,027

##### Contributions from Reserves

Contribution used to offset shortfall in provincial funding. (350,000)

Subtotal 2,443,637

##### 9-1-1

Peel Regional Police 9-1-1 dispatch chargeback reflects 3 per cent salary increase for 9-1-1 calltakers. 78,401

##### Emergency Measures Planning

Reflects move from part-time to full-time support to meet the requirements of the *Emergency Readiness Act, 2002*. 36,982

#### Net Program Cost Variance

**\$ 2,559,020**

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# **NON PROGRAM PROPERTY TAX SUPPORTED**

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A to E (inclusive) of the standard Service Strategy/Business Plan are not applicable to this program.

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**F.3 2003 Current Budget .....4**

Sections F.4 to F.5 (inclusive) are not applicable.

**F. 2003 Financial Requirements Presentation**

**F.1 Current Budget Introductory Comments/Analysis**

The Non Program portion of the budget reflects corporate expenses and revenues that are not readily attributable to services and service programs.

**Expenditures**

Expenditures in this portion of the budget are related to contributions to reserves (\$6.5 million), corporate overhead allocations (\$11.5 million) and other costs such as the corporate contribution towards post-retirement benefits, credit rating fees and legal fees (\$0.1 million).

In order to fully attribute corporate overhead costs to both property tax and utility rate programs, all overhead accounts are allocated to the respective Non Program areas of the budget on the basis of 60 per cent for property tax supported programs and 40 per cent for utility rate supported programs. Additional overhead allocations of \$1.5 million and \$1.0 million for tax and rate supported programs, respectively, have been established for fiscal 2003. For property tax supported programs, the increased attribution reflects accounting reclassifications of \$1.1 million and \$0.4 million in budget changes from 2002 in the following service areas:

	<b>Total Net Budget Increase</b>	<b>Property Tax Share (60%)</b>
Executive, Council and Human Resources	168,718	101,231
Corporate Services	231,357	138,814
Finance	243,120	145,872
Public Works Services	(3,650)	(2,190)
Property Services	28,154	16,892
	<u>667,699</u>	<u>400,619</u>

## Revenues

Non Program revenues of \$19.1 million are incorporated in this budget reflecting a net increase of \$6.2 million over fiscal 2002. Revenue can be summarized into three main areas:

### Taxation

The 2003 budget incorporates \$9.92 million in payments in lieu of taxes and \$2.39 million in net supplementary taxes. These revenue estimates, developed in collaboration with the area municipal finance staff, reflect a total increase of \$4.8 million over 2002.

### Tax Rate Management

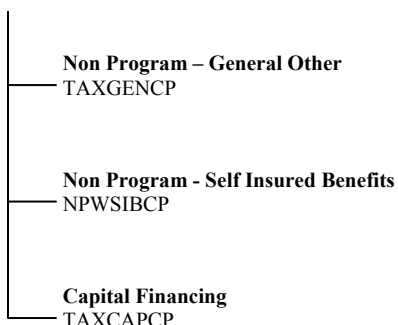
The fiscal 2002 budget included \$3.3 million of reserve contributions to stabilize the budget impact on tax rates. The 2003 budget incorporates a contribution of \$5.0 million from the Ontario Works Stabilization Reserve, to assist in phasing-in the \$9.4 million increase in Ontario Works costs contained in the 2003 budget. The net impact of the elimination of the one-time 2002 measures and the use of Ontario Works reserves is a net increase in Non Program revenues of \$1.7 million.

### Investment Income, Fees and Charges

The budgeted investment income reflects the lower interest rate trends.

## **F.2 Financial Structure Chart – Current Budget**

### **NON PROGRAM – PPTY TAX** NONTAXCP



**F.3 2003 Current Budget**
**1. Activity Analysis**

	Budgeted Net Cost	
	2003	Change from 2002
Capital Financing	6,559,490	878,382
Tax Overhead Allocation	11,541,911	1,536,809
Other	<u>100,000</u>	<u>75,000</u>
Total Cost	18,201,401	2,490,191
Revenue	<u>19,102,923</u>	<u>6,174,450</u>
Net Non Program Cost	<u>\$ (901,522)</u>	<u>\$ (3,684,259)</u>

**3.**

	Budgeted Total Cost/Unit	
	2003	Change from 2002
Capital Financing	20.30	2.30
Tax Overhead Allocation	35.71	4.01
Other	<u>0.31</u>	<u>0.23</u>
Total Cost	56.32	6.54
Revenue	<u>59.11</u>	<u>18.15</u>
Net Non Program Cost	<u>\$ (2.79)</u>	<u>\$ (11.61)</u>

**2. Account Analysis**

	Budgeted Total & Net Cost	
	2003	Change from 2002
Capital Financing Reserves	6,500,000	882,537
Tax Overhead Allocation	11,541,911	1,536,809
Debenture Interest Expense	59,490	(4,155)
Other	<u>100,000</u>	<u>75,000</u>
Total Cost	18,201,401	2,490,191
Sinking Fund Debt Fee	59,490	(4,155)
Interest Income Earned	1,720,433	(279,567)
Interest Special Assessments	13,000	13,000
Fees, Charges & Other	-	(60,000)
Contributions from Reserve	5,000,000	1,698,580
Net Supplementary Taxes	2,389,000	2,885,592
Payment in Lieu of Taxes	<u>9,921,000</u>	<u>1,921,000</u>
Total Revenue	<u>19,102,923</u>	<u>6,174,450</u>
Net Non Program Cost	<u>\$ (901,522)</u>	<u>\$ (3,684,259)</u>

	Budgeted Units of Service	
	2003	Change from 2002
Brampton	104,600	3,800
Caledon	17,200	600
Mississauga	<u>201,400</u>	<u>3,200</u>
Total Households	<u>323,200</u>	<u>7,600</u>

**NON PROGRAM PROPERTY TAX SUPPORTED  
2003 BUSINESS PLAN**

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**A. Business Plans**

**1. Mission & Values Statements**

The Mission Statement contains the key results to which the Peel Regional Police are dedicated. It acknowledges the fact that the police service is a part of Canada's criminal justice system and that it operates within a legal framework, such as the Canadian Charter of Rights and Freedoms.

The Values Statement speaks eloquently to the traditions and dedication of the community, Peel Regional Police and its entire staff. It promotes values that are consistent with legal and cultural realities and maintains the highest standards of professionalism.

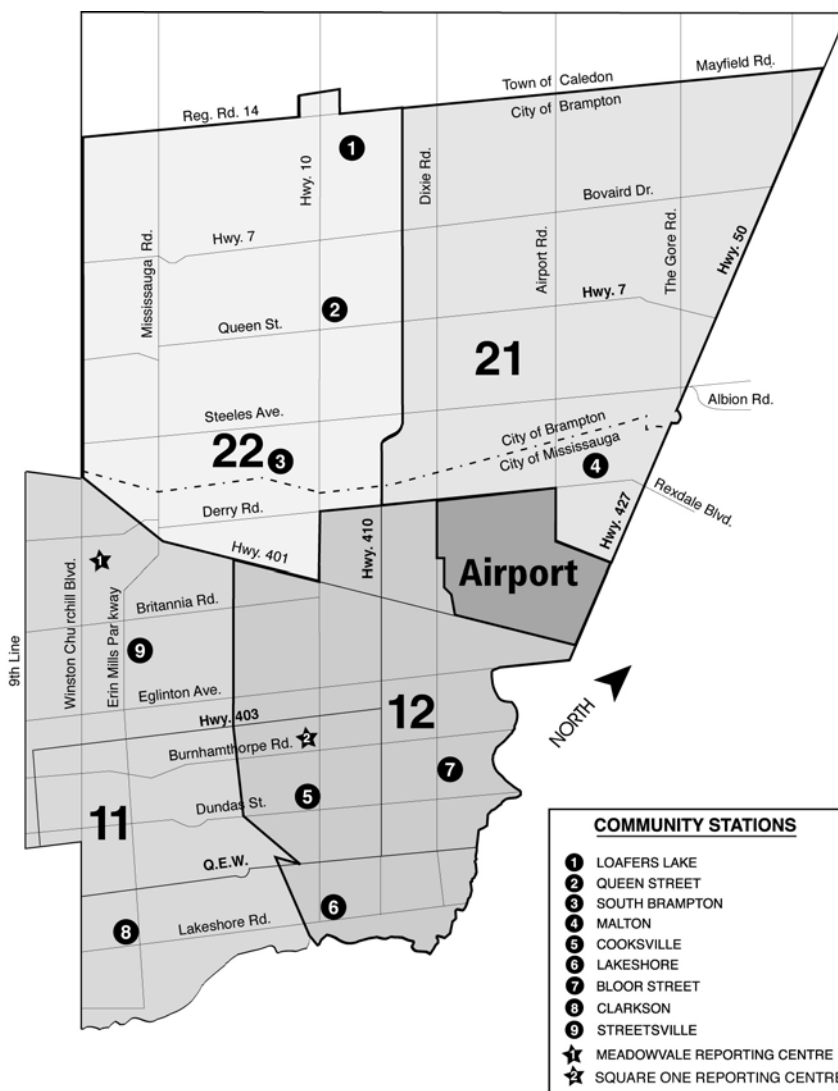
It is by means of the Mission and Values Statements that management and staff evaluate their progress and assess the benefit of the results of their activities. The framework provides both a vision and a commitment to action.



## 2. Program Location Map

The map reflects the location of:

- (a) The five police divisions – 11, 12 and the Airport Division in Mississauga; 21 Division in Brampton and 22 Division at Brampton Headquarters; and,
- (b) Nine community stations: three in Brampton and six in Mississauga, as well as the Meadowvale and Square One Reporting Centres.



### 3. Program Resources

#### a) Police Service

The Police program provides policing services to residents, businesses and the transient population within the Region of Peel, excluding the Town of Caledon. The mandate of this Police Service is to maintain peace and good order, protect lives and property, investigate and resolve criminal activity, prevent crime and respond to community needs. The Police Service remains fundamentally committed to a community based style of policing, balanced by sensitivity to the importance of successful crime resolution, crime prevention programs and victim services, as delineated by the *Police Services Act* of Ontario.

Under the direction of the Police Services Board, the Police Service is led by Chief Noel P. Catney, and the following members of his executive team, the Chief's Management Group (C.M.G.):



Noel P. Catney  
Chief of Police



Larry Button  
C.A.O. - Policing



Ronald G. Bain  
Deputy Chief



Daniel Banting  
Staff Superintendent



Mike Metcalf  
Staff Superintendent



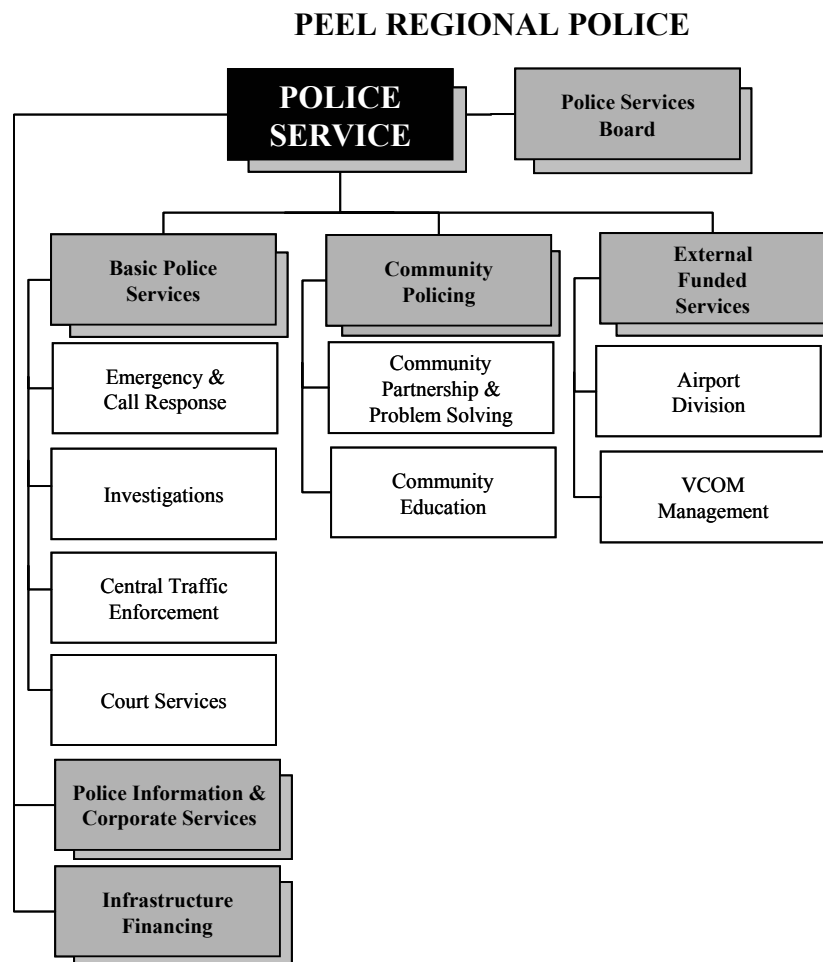
Daniel Parkinson  
Staff Superintendent



Tom Banks  
Associate Administrator

## b) Organization Business Map

The following Organizational Business Map identifies the core policing services provided. The financial information provided in Section C – Current Budget has been segregated into these major categories:



#### **4. Business Plan Highlights and Performance Targets**

The following section has been segregated into two components, Section I - the Status Quo Service Level Program and Section II - the Unmet Needs Program.

##### **I. Status Quo Service Level Program - \$168,595,556**

##### **1) Business Plan Highlights – Status Quo Service Level**

###### **(a) 2003**

The 2003 status quo service level budget totals \$168,595,556 and represents an increase of \$12,055,970 or 7.7 per cent over the 2002 approved level of funding. Funding is divided between the Police Service totaling \$167,896,194 and the Peel Police Services Board amounting to \$699,362. In addition, the 2003 current budget includes \$11,443,300 for the Airport Division that is fully funded by the Greater Toronto Airports Authority, resulting in no impact to the taxpayers of Peel. Highlights of the 2003 budget include:

###### **i) Existing Service Level Base**

Existing policing services provided to the residents of Peel are summarized as follows:

Emergency and call response – consists of uniform patrol officers responding to calls for service within the five divisions, radio operations including dispatch, tactical, canine and explosive disposal units responding to emergency calls for service as required.

Investigations – include forensic identification, intelligence, homicide, morality, commercial auto crime, frauds, robbery, threat assessment, sex offender registry, technological, and sexual assault investigations. In addition, criminal investigation units providing investigative services are located at each of the divisions.

Central traffic enforcement - in addition to central traffic enforcement, services also include major collision investigations and regional breathalyzer testing.

Community partnerships & problem solving – services provided are as follows:

- Problem oriented street crime unit targeting lawless public behaviour, street-level alcohol and drug related offences and damage to property;
- Family violence unit assisting families victimized by domestic violence;
- Bicycle units providing patrol within the parks;
- Community station staff responding to public inquiries;
- Labour and race relation services; and,
- Neighbourhood policing officers providing interaction with students and members of the community.

Community education - consists of crime prevention, drug education, Peel Children's Safety Village, internet safety, and youth education services.

## **ii) Issues/Priorities**

### **Additional Staff**

As a result of increased population within the Region of Peel, 30 additional police officers are required in 2003 as follows:

### **Operations: 30 Additional Officers – Police Staffing Formula**

In accordance with the police staffing formula, the 2003 budget contains funding for 30 additional police officers to serve the increased service demands within Peel's policing jurisdiction. The addition of new front-line uniform officers has a direct impact on increased support demands and as a result, the full cost of providing policing services includes the cost of 11 new civilian support services staff.

Workload and environmental factors directly influence front-line demands and the volume of units required to effectively respond to calls-for-service. The following analysis outlines trends for the period between 2001 and 2002.

- Increase in the number of total incidents by 3,533 (2.0 per cent) from 233,770 in 2001 to 237,303 in 2002, including 48,805 Priority 1 calls that required immediate response.

- Increase in thefts under \$5,000 by 789 (6.0 per cent) from 12,890 in 2001 to 13,679 in 2002.
- Increase in the number of break and enters and subsequent investigations by 308 (7.0 per cent) from 4,715 in 2001 to 5,023 in 2002.
- Increase in the number of thefts of motor vehicles by 110 (4.0 per cent) from 2,911 in 2001 to 3,021 in 2002.
- Increase in the number of thefts from motor vehicles by 190 (3.0 per cent) from 5,658 in 2001 to 5,848 in 2002.
- Increase in impaired driving related charges by 278 (10.0 per cent) from 2,675 in 2001 to 2,953 in 2002.

#### Court Pressures

- Increase in criminal charges received by 2,300 (6.0 per cent) from 39,265 (2001) to 41,565 (2002).
- Increase in total charges pending processing by 1,954 (9.0 per cent) from 20,973 (2001) to 22,927 (2002).
- Increase in charges backlogged longer than eight months by 781 (8.0 per cent) from 9,226 (2001) to 10,007 (2002).
- Increase in the number of prisoner contacts by Prisoner Escort Officers by 4,017 (13.0 per cent) from 30,429 (2001) to 34,446 (2002).

#### Environmental Factors

- General population increase of 19,400 (2.0 per cent) from 955,400 in 2002 to 974,800 in 2003.
- Increase in the crime prone age cohort of 4,320 (2.0 per cent) from 210,783 in 2002 to 215,103 in 2003.
- Increase in the number of households by 7,000 (2.0 per cent) from 299,000 in 2002 to 306,000 in 2003.
- Increase in the estimated number of registered vehicles of 26,130 (3.0 per cent) from 791,821 in 2002 to 817,951 in 2003.

#### **New Community Station**

During 2003, the new Erindale Community Station located within 11 Division will be developed contingent upon established site process criteria. One of the primary objectives for the personnel assigned to this station is the diversion of lower priority calls for service from front-line patrol officers. These calls can be handled more efficiently and effectively by the community station staff, while providing time for patrol officers to respond to emergency



calls and perform proactive policing activities. The facility also enhances public accessibility to police services and allows residents to report matters to police at their own convenience. A new report taker will be hired to handle the administrative requirements of the station along with the data entry duties related to the citizen reporting function.

### **Cadet Program**

The re-introduction of the Cadet Program will create a solid foundation of young local individuals from which to draw upon during the constable selection process. Historically, the retention rate of Police Cadets after they become Constables is very high. By developing and grooming Cadets at a younger age, the program exposes individuals to the policing environment which not only allows them to better evaluate policing as a chosen career but also to establish and develop a long-term commitment to Peel Police. The program proposed to hire 30 Cadets between the ages of 18 to 21 commencing January 2003. Upon completion of training, each Cadet would be assigned positions on a six-month rotating placement within the four Divisions, Court Services, Communications and other Operational Bureaus, thus maximizing the exposure of each cadet to the different elements and levels of policing. **It is proposed that this initiative be deferred at this time and is not included in the 2003 budget submission.**

### ***Domestic Violence Protection Act (Bill 117)***

The *Domestic Violence Protection Act* continues to be under review and consideration. To date it has received three readings, however, the legislation has still not received proclamation. **As a result, the 14 additional front line officers required to meet the anticipated increased workload demands resulting from this new legislation are not required at this time.**

### **(b) 2004 – 2005**

#### **Issues/Priorities**

#### **Two New Community Stations**

In 2004, two new community stations will be opened within the Region of Peel, in accordance with the Long-term Facility Plan.

## **60 Additional Front-line Police Officers**

In accordance with the police staffing formula, it is estimated 60 additional police officers will be required between 2004 and 2005 to serve the increased service demands within Peel's policing jurisdiction.

### **2) Performance Targets – Status Quo Service Level**

#### **(a) 2002**

- In March 2002, the Mississauga Square One sub-office was opened. The selection of sites for the Meadowvale Community, Springdale Community and Hurontario Community Stations has been identified and it is anticipated they will be open in May, July and August 2003 respectively.
- Construction of the new Derry Road Facility began April 2002 and is on schedule. Construction will be substantially completed by December 31, 2003, with occupancy commencing January 2004.
- In July 2002, Regional Council approval was granted to perform a needs assessment review for a joint multi-use facility for the Region and 21 Division. An architect has been approved by Council.
- In July 2002, the successful connection to the provincial central Case Management database via the GONet was completed. This will result in effective data sharing among all users province-wide.
- Common Information Management System (CIMS) hardware and software was received and system tests with the six other agencies completed in February 2002. End user training to commence in May 2003 and implemented by September 2003.
- Granted re-accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA) Assessment Team.
- Threat Assessment Program fully operational in 2002.
- Provided security assistance for the World Youth Day Conference and the Pope's attendance in July 2002.
- Implemented a pilot project to provide crime mapping through the Police Intranet. Enables front-line officers to

extract and conduct searches of crime locations and crime types within Peel's policing jurisdiction.

- Implementation of on-line recruiting application process.
- Extended voice mail capability to each officer in order to improve officer accessibility.
- Public Order Unit participated in G8 Summit security detail. Gained valuable experience responding to demonstrations at an international event and facilitating peaceful protests at no cost to this police service.
- Commenced the new false alarm reduction policy in June 2002 to reduce the number of hours front-line officers spend on false alarm calls and redirect those hours for front-line requirements.
- Developed an Anti-Bullying pilot project proposal. Pilot project to be implemented at one secondary school and one corresponding feeder school in January 2003.
- Implemented a gun stoppers program that involves school-aged children and targets weapons found on or near school property.

**(b) 2003**

- Plan for both the site selection process and the implementation of one new community station to be located in the Erindale vicinity.
- In March 2003, the Erin Mills Community Station will be opened and operational after a comprehensive neighbourhood identification and site selection process.
- Complete assessment of Peel Regional Police Community Stations with respect to the current operations and service levels of all community stations. Commencement of the Meadowvale, Springdale, and Hurontario community stations' operations in May, July and August 2003 respectively.
- Complete the construction of the new Derry Road Facility by late 2003.
- Develop design criteria for new joint Region/Police multi-use facility that will eventually replace the existing 21 Division facility.
- Expand the use of the Police Purchasing Co-Operative to include ammunition for training rounds. Training ammunition to be purchased through the Purchasing Co-

Operative in 2003 upon contract expiration. It is anticipated this will provide cost savings.

- Common Information Management System (CIMS) training to be completed in early 2003. Computer Aided Dispatch (CAD) component of CIMS for Communications to go live by June 2003, and Police Records component of CIMS to go live by July 2003.
- Currently in negotiation with private industry to develop a strategy using bait vehicles as an investigative tool to prevent auto thefts. Initiative expected to be expanded in 2003.
- Research and identify functionality requirements for the replacement of mobile computers contained in Police vehicles.
- Negotiate with the City of Mississauga and Mississauga Fire Department to determine the feasibility of creating a joint driver-training track. Feasibility study to be completed by July 2003. If a joint partnership is not practical, Peel Regional Police will propose alternative means to secure land to develop a driver-training track.
- Acquire lands for three future division buildings to be located in northwest Mississauga, northwest Brampton and northeast Brampton in accordance with the long-term facilities plan.
- Initiate a feasibility study using auto dialers that notify users via telephone through pre-recorded messages for specific audiences (public, police officers, etc.) of current crime alerts, lost and missing persons, child abductions and emergency call outs for officers.
- Develop a proposal for a more efficient workflow process that will transfer paperwork processing from officers to civilian staff. This will free front-line officers for more proactive and targeted police activities.
- Provide the Ministry of Community, Family and Children's Services with a proposal for improving the security of women's shelters.
- Subject to grant funding availability, partner with Victim Services of Peel to create a Domestic Violence Intervention Team to handle both first time domestic violence occurrences and repeat offenders.
- Pending success of the pilot program, to implement an anti-bullying campaign that will see officers responding to calls

via a cellular telephone line dedicated to a particular school.

- Undertake a mass issue of body armour replacement.
- Rollout phase two of the Inventory System that provides on-line requests for officers' equipment needs.
- Develop a proposal for a referral process for extrajudicial measures for youth in conflict with the law to be compliant with the new *Youth Criminal Justice Act*.

## **II. Unmet Needs Program - \$10,462,760**

### **1) Business Plan Highlights – 2003 Unmet Needs**

The Unmet Needs Program, as presented to Regional Council on October 10, 2002, totals \$10,462,760 and reflects the approved addition of 96 officers to be hired in 2003 with funding phased-in over two years. As a result, the 2003 current budget includes \$5,000,000 in funding for this program, with the remaining \$5,462,760 to be added to the 2004 budget. Highlights of the 2003 unmet needs budget include:

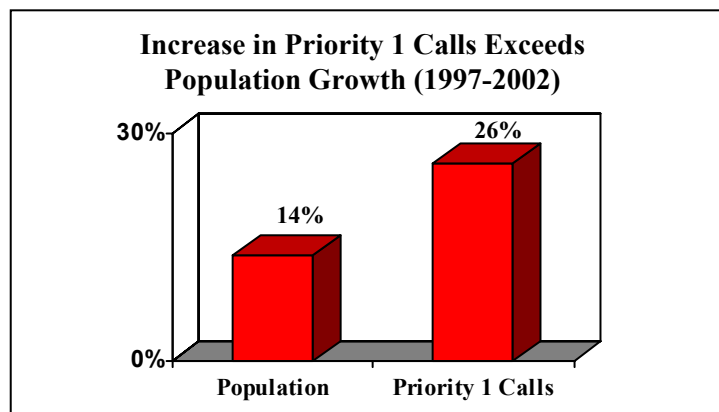
#### **Issues/Priorities**

Public safety within the community has always been an ongoing priority to this Police Service. However, with increasing complexity, violence, and globalization of criminal activities generating a greater demand for police services, along with increasing population within the Region, the Service's ability to respond to calls for service in a timely manner has deteriorated in the last couple of years. Police Management, the Police Services Board, Regional Council and the public have all expressed concern regarding response times. In particular, at Chief Catney's June 20, 2002 presentation to Council, members of Council expressed concern over the number of Priority 1 calls that were delayed 15 minutes or longer before an officer was dispatched. In addition, through a recent community attitude survey, the community has also expressed reduced satisfaction with Peel Regional Police's response times, as well as their level of satisfaction relating to safety within the community since a similar survey was conducted in 1994.

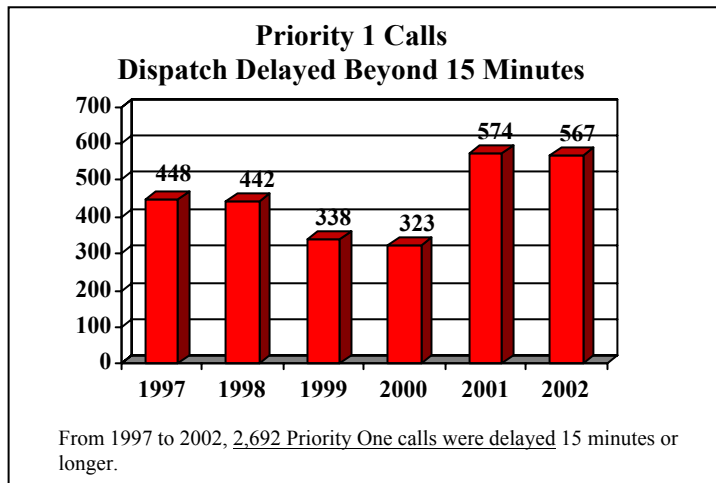
As presented to Regional Council on October 10, 2002, the Police Service has developed the following two strategies to address these concerns:

**Strategy 1: Emergency Response Units (ERU) – 80 Additional Police Officers**

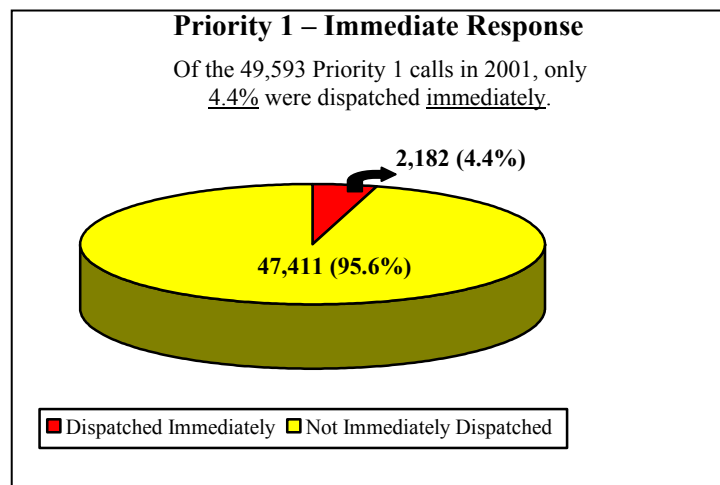
Priority 1 calls are requests that necessitate **immediate** police attendance and where the potential for danger and/or injury is imminent. Examples include: domestic violence, motor vehicle collisions with fatalities or serious injuries, break and enters in progress, police officers being assaulted or in need of assistance, and robberies in progress. Between 1997 and 2002, calls for such assistance have increased by 26.0 per cent or 10,023 calls. This increase in Priority 1 calls has far exceeded the population increase of 14.0 per cent or 116,400 people during the same period.



During the past five year period, there has been an increasing trend of Priority 1 calls not being dispatched within 15 minutes of the call being received. In 2002, 567 Priority 1 calls were dispatched beyond 15 minutes.



Of the 49,593 Priority 1 calls received in 2001, 95.6 per cent or 47,411 calls were not immediately dispatched. Delayed dispatch was due to a combination of factors including the increasing number of Priority 1 calls (which usually require two officers, each spending four hours to resolve), the unavailability of patrol units, and increasing administrative and court requirements associated with new or updated federal and provincial laws which impact the availability of patrol officers.



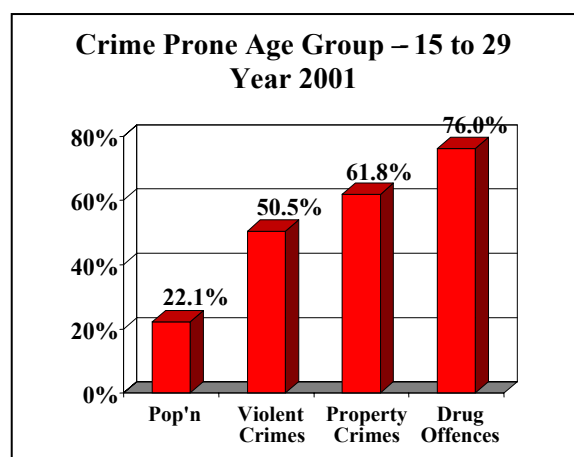
To address the time restraints placed on the front-line officers in dealing with the various aspects of their investigations relating to other priority level calls and subsequently their inability to respond to Priority 1 calls immediately, an ERU will be created for each of the four divisions (excludes Airport division). Each division will require 20 ERU officers for a total requirement of 80 additional

officers. The divisional ERU officers will be available for immediate response to Priority 1 incidents when the divisional patrol units are unavailable. When an ERU officer is not responding to Priority 1 calls, they will be engaged in proactive community enforcement.

The creation of divisional ERUs will significantly improve police response times of Priority 1 calls as it assists not only to reduce the divisional patrol unit's current time management constraints but also to attend the increasing number of Priority 1 calls. This will ultimately provide a greater service level to the community as well as improve public and officer safety.

### **Strategy 2: Expansion of the Street Crime Unit – 16 Additional Police Officers**

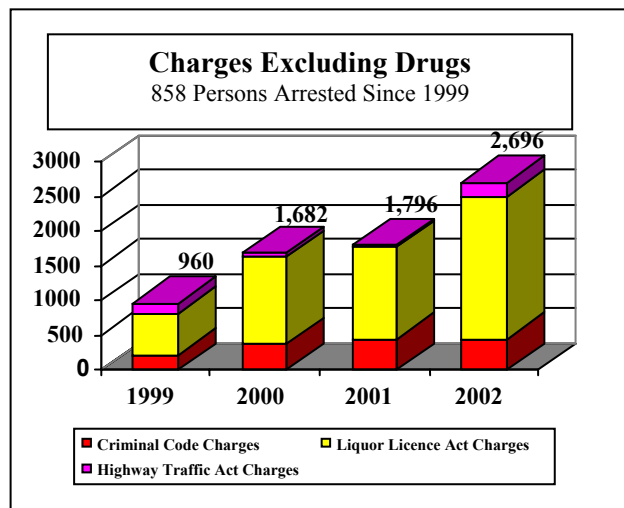
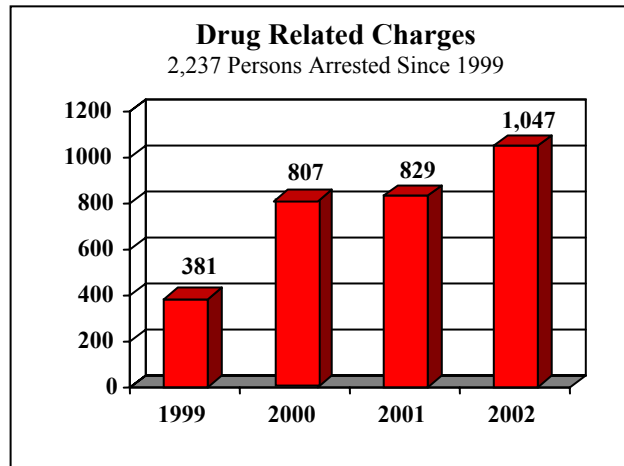
In a recent attitudes and opinion survey, citizens indicated that only 28.0 per cent felt safe walking in parks and 26.0 per cent felt safe waiting or using public transit at night. Increasing street level crimes affect the quality of life within our communities. Such crimes include vandalism, hate crime, drug abuse, assaults and other lawless public behaviour that is usually carried out by street gangs and/or offenders between the ages of 15 and 29. As outlined in the following graph, although only 22.1 per cent of the population is between the ages of 15 and 29, this group has committed a significant percentage of the total crimes incurred within the Region.



Established in the late 1990's, the Street Crime Unit's mandate is to: (1) reduce public fear of victimization, (2) develop solutions and dedicate investigative expertise with respect to Problem



Oriented Policing (POP) projects, and (3) assist the four divisions in addressing and resolving lawless public behavior. Since its establishment, the Street Crime Unit has laid an increasing number of charges, as outlined on the following charts.

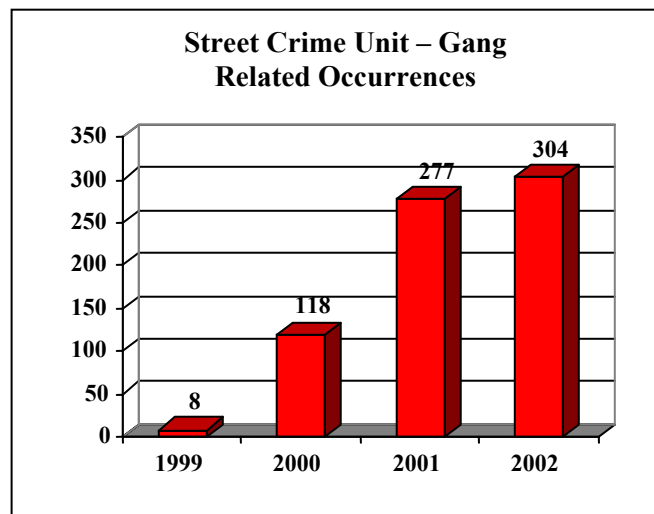


Between 1999 and 2002, this 16 person unit arrested 2,237 persons on drug charges, laid 3,064 drug charges, arrested 858 persons for non-drug related offenses (i.e. liquor licence, *Highway Traffic Act* (HTA), and criminal code) and laid 7,134 non-drug related charges.

Currently, problem target locations are identified through various sources including regional and local Councilors who are contacted by residents, businesses and members of the community who contact their divisional Neighbourhood Policing Units (NPU). Current target areas include specific plazas, parks, nightclubs,

entertainment centers and bus terminal locations. Once the community complaint is received or a location identified, the divisional NPU evaluates the situation and requests the assistance of the Street Crime Unit should they be unable to resolve the problem permanently by using divisional resources. The identified problem becomes a POP project and is assigned a priority level. At present the divisional NPUs have identified many potential POP projects which are currently on backlog status due to limited resources.

The number of POP projects, as well as the demands for the services of the Street Crime Unit, has increased 52.0 per cent since its inception in 1999. An increase in the number of street gangs has contributed to the problem. Since 1999, the number of street gang related occurrences (i.e. drug activity, robberies, assaults and murders) have increased 3700 per cent. Currently there are 28 known street gangs within the Region.



Recently the Street Crime Unit has successfully utilized a visible enforcement technique that targets a specific problematic area. Known as a “street sweep”, it involves many divisional officers working together with the Street Crime Unit. The technique has been very successful in managing the level of street crime but to make a permanent effective impact within the community, frequent sweeps must be performed. For example, in October 2002, within a 10 hour period, 54 officers performed a street sweep and laid 343 charges (drug, criminal code, liquor licence, highway traffic and warrants), made 46 drug arrests and confiscated \$6,000 of crack, cocaine, hash, ecstasy and marijuana drugs. Although street

sweeps are a successful endeavor, resource commitments are significant.

To allow the Street Crime Unit to engage in proactive projects in order to reduce the number of lawless public behaviour complaints, an additional 16 officers are required to yield a total complement of 32 officers. These additional officers will form a second Street Crime Unit team, to better service and balance street crime enforcement throughout the Region.

By increasing the size of the Street Crime Unit to form an additional team, it will address POP projects in a more expedient manner, thus reducing lawless public behaviour in our communities. This will ensure a safer and improved quality of life within the community, as well as, reduce the number of Priority 1 and 2 calls for service from problematic areas.

## **2) Performance Targets – 2003 Unmet Needs**

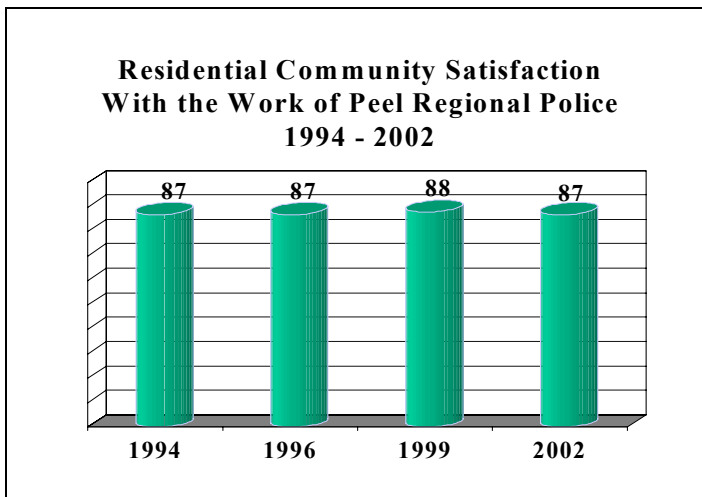
- Hire 96 additional police officers for the Emergency Response and Street Crime Units by December 31, 2003.
- Implement the unmet needs program effective January 2003 via an internal paid duty program until such time that the full time officers are hired and trained, in order to provide the increased service level to the community.
- Reduce the number of Priority 1 calls that are not immediately dispatched and the number of Priority 1 calls that are not dispatched within 15 minutes.

## B. Corporate Performance Measurement

### 1. Customer Service

#### a) Residential Community Survey Findings

In May 2002, 8,000 questionnaires were randomly distributed to Brampton and Mississauga households. *Eight hundred and eighty citizens* responded with completed surveys providing a solid sampling of opinions with a return rate of 11.0 per cent. Many additional comments were provided by respondents accentuating their enthusiasm and appreciation for this type of community outreach involvement. Responses and findings for the total sample group can be considered accurate within +/- 3.4 per cent at the 95.0 per cent confidence level.



- **Overall Satisfaction With the Work of Peel Regional Police -** Overall satisfaction with the work of Peel Regional Police is high, with 87.0 per cent of respondents saying they are very or reasonably satisfied. Thirty four per cent of respondents are “very satisfied” while 53.0 per cent of respondents are “reasonably satisfied”. As illustrated above, the satisfaction rate has remained stable since 1994. Most respondents view members of Peel Police as professional, approachable and courteous in their dealings with the public and feel safe and well taken care of by them.
- **Satisfaction With Police Response Times -** Citizens were asked if they were satisfied with the amount of time it took for police to respond. The level of satisfaction has **declined from 68.0 per cent in 1994 to 56.0 per cent in 2002.**

- **Personal Safety – 90.0 per cent** of respondents report that they are satisfied with their personal safety from crime with 24.0 per cent being “very satisfied” and 66.0 per cent being “somewhat satisfied”.
- **Fear of Crime** - Residents were asked how much they feared certain crimes. Greatest concern, among the listed crimes, is expressed for being involved in a car accident caused by a drunk driver, followed by home break-ins and robberies. Of only slightly less worry are stolen cars, assaults and sexual assaults.
  - Car accident caused by drunk driver (56.0 per cent fearful);
  - Home break-in when not home (53.0 per cent fearful);
  - Robbed or mugged (41.0 per cent fearful);
  - Home break-in while home (39.0 per cent fearful);
  - Car stolen (35.0 per cent fearful).
  - Assault (34.0 per cent fearful);
  - Sexual assault (32.0 per cent fearful);
- **Feeling of Safety (Day and Night)** - Respondents were asked to rate their feeling of safety during daylight hours and at night while conducting various community activities. Respondents report feeling safe in most circumstances with the exception of walking in parks and waiting for/using public transit at night.

**Per cent of Residential Respondents  
Who Feel Safe (very safe and fairly safe)**

	Daylight Hours	At Night
Residence	97%	86%
Shopping Malls	95%	76%
Walking in Neighbourhood	91%	57%
Walking in Parks	73%	28%
Driving	82%	72%
Waiting for/using Public Transit	57%	26%

- **Policing Priorities** - Support for the policing priorities is outlined below with the following percentage of respondents indicating that they “strongly agree” with the priorities: crimes of violence (81.0 per cent); crimes against property (69.0 per cent); drug control (61.0 per cent); crime prevention (63.0 per cent); traffic management (59.0 per cent); and lawless public behaviour (38.0 per cent).

- **Police Programs** - Citizens were asked to select the three police programs that are most important to them. The most important programs are:
  1. Community Patrol Program (53.0 per cent)
  2. School Liaison Program (44.0 per cent)
  3. Impaired Driving Programs (42.0 per cent)
  4. Bike Patrol Program (37.0 per cent)
  5. Additional Crime Prevention Programs (36.0 per cent)
- **Taxes to Support Police Programs – Seventy six per cent** of respondents are willing to pay more taxes per year if the money was used to preserve police programs (24.0 per cent are willing to pay \$50 more per household; 25.0 per cent are willing to pay \$25 per household; and 27.0 per cent are willing to pay \$10 more per household).
- **Community Problems** - The top five **most serious community problems** of greatest concern to citizens are:
  1. Aggressive Driving (67.0 per cent)
  2. Break-ins/thefts from homes (54.0 per cent)
  3. Vandalism ( 32.0 per cent)
  4. Youth Gang Activity (32.0 per cent)
  5. Drinking and Driving (31.0 per cent)
- **Traffic Problems** - The top five **most serious traffic problems** of greatest concern to citizens are:
  1. Aggressive driving, tailgating, unsafe lane changes, etc. (85.0 per cent)
  2. Speeding (82.0 per cent)
  3. Disobey traffic signs and signals (79.0 per cent)
  4. School zones – speeding (44.0 per cent)
  5. Impaired driving (33.0 per cent)
- **Solutions** - Citizens were asked for **ideas to improve the way Peel Regional Police deal with community problems** and those who break the law. The following suggestions were offered:
  - Do more patrolling/Be more visible (61.0 per cent)
  - Crack down harder on criminals (43.0 per cent)
  - Hire more officers (32.0 per cent)
  - Spend more time talking to people (30.0 per cent)
  - Enforce law more strictly (24.0 per cent)

**b) Business Community Survey**

In May 2002, 2,000 questionnaires were mailed to businesses in Brampton and Mississauga resulting in a total of **284 completed surveys** being returned representing a return rate of 14.3 per cent.

- **Overall Satisfaction with the Work of Peel Regional Police** - Overall satisfaction with the work of Peel Regional Police is high, with **92.0 per cent** of business respondents saying they are **very or reasonably satisfied**. Forty two per cent of respondents are “very satisfied” while 50.0 per cent of respondents are “reasonably satisfied”. Respondents view members of Peel Regional Police as professional, approachable and courteous in their dealings with the public.
- **Safety** - Overall, **88.0 per cent** of respondents to the business survey report being satisfied with their safety as it relates to their business. **Ninety five per cent** of the business respondents report feeling safe working alone during **daylight hours**; however this number drops down to **58.0 per cent** of respondents feeling safe working alone **after dark**.
- **Crime Issues Faced by Businesses** - The top five **most serious crime issues** of greatest concern to businesses:
  1. Break-ins/thefts (88.0 per cent)
  2. Auto Theft (50.0 per cent)
  3. Vandalism – Graffiti (44.0 per cent)
  4. Fraud (34.0 per cent)
  5. Armed Robberies (29.0 per cent)
- **Solutions** – Business respondents were asked for **ideas to improve the way Peel Regional Police deal with community problems** and those who break the law. The following suggestions were offered:
  - Do more patrolling/Be more visible (68.0 per cent)
  - Crack down harder on criminals (62.0 per cent)
  - Hire more officers (34.0 per cent)
  - Educate the public regarding crime reduction strategies (31.0 per cent)
  - Enforce law more strictly (29.0 per cent)
  - Spend more time talking to people (29.0 per cent)
- **Willing to Work With Peel Regional Police** - Issues of most concern to businesses are also issues where more than half of businesses indicate they would be willing to work with Peel Regional Police and include the following: **break-ins** (68.0 per cent); **auto theft** (56.0 per cent); **fraud** (55.0 per cent); and **vandalism/graffiti** (54.0 per cent). About half of all businesses have shown an interest in combining efforts with Peel Regional Police in order to address internal theft; lack of crime prevention; harassment and intimidation; and internal frauds.

- **Communicating With the Public** - **Community newspapers** are the primary source of information on policing in Peel (60.0 per cent). Word of mouth/personal contact (48.0 per cent), television news (43.0 per cent), local daily newspapers (36.0 per cent) and radio (35.0 per cent) are also good sources of information. Cable television (22.0 per cent), area business associations (12.0 per cent) and the Internet (5.0 per cent) are less common.
- **Victimization of Crime – Fifty eight per cent** of business respondents report their business has been a victim of crime in the past five years. Among those businesses, four out of 10 (40.0 per cent) have been the victims of the same type of crime in the past year. Break-ins and thefts are by far the most common type of crime (76.0 per cent) that businesses fall prey to with the next most frequent crime reported being auto theft (22.0 per cent) and vandalism (21.0 per cent).
- **Security Measures** - Businesses **consider locks on doors and windows** (70.0 per cent) and **audible alarm systems** (65.0 per cent) to be the most effective security measures against break-ins. One-half suggest that random police patrols are also effective as described in numerous comments provided. Increased police patrols are frequently cited as the message that businesses would like to pass along to Peel Regional Police. Police response to alarms (45.0 per cent) is also seen as an effective security measure.
- **Peel Regional Police Crime Prevention Services - Twelve per cent** of the business respondents have accessed these services. Those most likely to have used Peel's Crime Prevention Services are respondents who feel that crime has increased, repeat crime victims and businesses with more than 50 employees.
- **Post-Alarm System Victimization** - Incidence of a break-in since the installation of an alarm system is **4-in-10**. Those most likely to have had a break-in are those with a silent alarm, have been in the area for 20 years or longer and large companies of at least 50 employees.
- **Alarm System Response** - Over **4-in-10** businesses (44.0 per cent) indicate the best way to handle false alarms is to **have police respond only if an intrusion has been verified**. Equal proportions feel that the police should respond to all alarms (20.0 per cent) or suspend service after two false alarms (21.0 per cent). Businesses with systems are twice as likely to prefer that their alarms be responded to through police emergency response (57.0 per cent) rather than police non-emergency (27.0 per cent) or private security response (16.0 per cent).



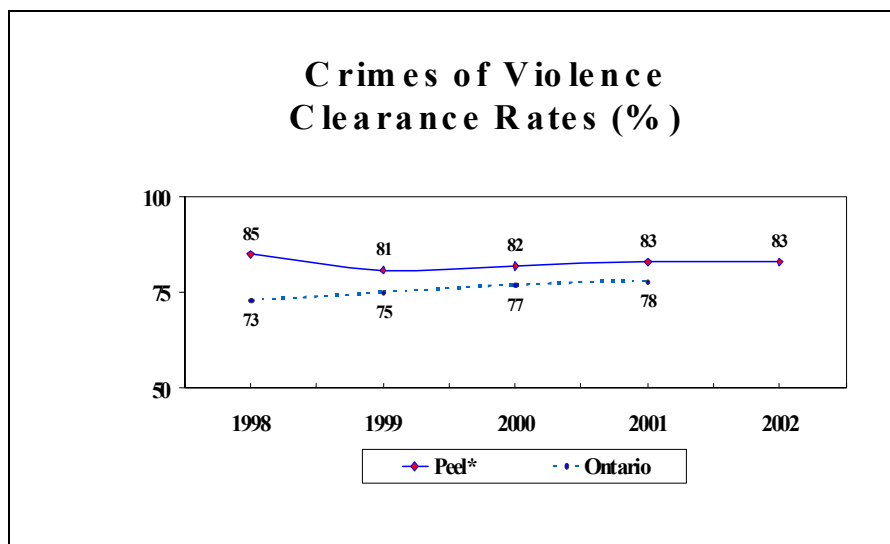
## 2. Community Impact

*Unless stated otherwise, all statistics and numerical references are for the time period between January 1 and December 31, 2002. Similarly, all comparisons with previous years' data have been completed for the same time periods in order to ensure equivalent and comparable analysis, unless described otherwise in the narrative.*

### a) Crimes of Violence

*The Priority of Crimes of Violence includes the following violent acts: homicides and attempted murders; robberies; assaults; domestic violence; child abuse; and threatening incidents.*

**Peel Overview:** In 2002, 5,589 crimes of violence occurred in Peel, decreasing by 113 crimes since 2001. Overall, 83.0 per cent of crimes of violence were solved which is higher than last year's provincial average clearance rate of 78.0 per cent. Peel's clearance rates have been consistently higher than the provincial average throughout the years.



### Homicide and Missing Persons Bureau

**Overview:** In 2002, the Homicide and Missing Persons Bureau conducted 25 investigations including nine homicides, seven Special Investigations Unit (SIU) investigations and nine other investigations. Additionally, three inquests were monitored.

**Trends:** Homicide investigations continue to grow in complexity and length. The requirements of the judicial process regarding such cases are becoming increasingly onerous. It is a stated principal that the investigation is on trial rather than the accused. As such, all potential avenues of investigation must be exhausted prior to trial. The organizational culture of Peel Regional Police is responsible for the unwavering commitment of the necessary personnel and other resources necessary to achieve our unparalleled success in terms of solvency and conviction rates in homicide investigations.

**The Court Process:** In every case, a Crown Brief ranging from 25,000 to 70,000 pages in length must be prepared. In addition, two officers must be committed to the court process. One of these officers is responsible for management of the many witnesses while the other assists the Crown Attorney in court. The court process itself involves a preliminary hearing, pre-trial motions and an often lengthy trial. There has been a marked increase in time-consuming pre-trial motions during which defense counsel seeks to have evidence ruled inadmissible. This trend further delays an already lengthy court process. Thorough investigations, timely disclosure to defense counsel and a full airing of the case facts during the entire court process, have earned the Homicide Bureau an exemplary reputation with the Crown Attorney's Office, the defense bar and the judiciary.

**Special Investigations Unit:** Each SIU case requires the Homicide Bureau to expend considerable resources to liaise and co-ordinate activities between Peel Regional Police and the SIU. In addition to co-ordination activities, the Homicide and Missing Persons Bureau conducts a parallel administrative investigation to examine both the policies, procedures and training at an organizational level and the conduct of the involved officers. While these investigations are necessary, they are time consuming and resource intensive.

**Major Case Management Implementation:** The provincial government is now in the process of completing its implementation of the Ontario Major Case Management software (PowerCase). One month ago, the server that stored all investigative information for major cases in Peel Region was shut down and all the data was transferred from that server to a centralized provincial data centre. After the data was transferred to the new site, the new provincial linking and triggering mechanism was implemented. All data from Peel cases will now be compared to the data from all major case investigations throughout the province. Notifications of any matches are sent to investigators on a daily basis. This technology will enhance our ability to identify serial offenders who may be active in

multiple jurisdictions. Additional PowerCase software courses are being scheduled to train new staff in both the Homicide and Child Abuse and Sexual Assault Unit (CASA) bureaus as a result of staff turnover.

#### **Homicide Case Example:**

**Morris Duval Homicide** - Mr. Duval resided in Brampton with his 19 year old son. On Monday, January 14, 2002, four male parties drove into the vicinity of the residence. One remained in the vehicle, a second acted as a lookout and the remaining two approached the residence on foot. Armed with a sawed-off shotgun, two male parties forced their way into the residence. One male took control of the occupants while the other party searched the residence for illicit drugs. The victim heard the commotion and exited the kitchen and was immediately confronted by the male party armed with the shotgun. Mr. Duval tried to calm the armed male; however, the male party pointed the shotgun at Mr. Duval and fired from close range striking him in the chest. The two males then fled the residence. Mr. Duval died of his injuries. Two of the four males were able to flee the scene in the vehicle while the remaining two fled the area on foot. Police were dispatched and after a short foot pursuit two males were apprehended along with the murder weapon.

An intensive investigation was conducted to identify the remaining two males who had fled the area by vehicle. More than 100 individuals were interviewed by police over a period of several weeks and the identities of the two remaining culprits were finally ascertained. The two culprits who entered the house were charged with First Degree Murder and the two that remained outside were charged with Manslaughter and Robbery.

#### **Child Abuse & Sexual Assault (CASA) Unit**

The Child Abuse and Sexual Assault Unit investigates cases of child abuse where there is an allegation of sexual misconduct or when there is indication that a criminal offence may have occurred. In 2000, there were significant changes to the *Child and Family Services Act* (CFSA). The threshold for reporting child abuse was lowered from a person having reason to believe a child was abused to a person having reason to suspect a child may be abused or at risk. The CFSA put further onus on professionals dealing with children to report their suspicions to the Children's Aid Society (CAS). This has resulted in a significant increase in reports from the Peel Children's Aid Society. In 2001, the CASA Bureau investigated 3,751 child abuse allegations. In 2002, 3,708 child abuse investigations were conducted (-43 or -1 per cent).

**Child Abuse Co-ordinator:** Occurrences directed to the bureau work list are reviewed to ensure procedures and protocols are being followed. Investigations are then assigned to qualified personnel. The number of occurrences reviewed increased from 5,693 (2001) to 6,180 (2002) representing an additional 487 occurrences (+9.0 per cent).

**Investigations into Children in Need of Protection or at Risk:** The CASA Unit examines and consults with affiliated agencies where children may be in need of protection. Investigative measures are also undertaken, to a lesser degree, in these matters. In 2002, 1,781 cases were reviewed regarding children in need of protection or at risk (201 more than in 2001).

**Referrals to Children's Aid Society:** Recently, the scope of occurrences where children were deemed to be at risk was expanded to include physical or emotional danger. This has resulted in an increase of referrals primarily in the areas of domestic disputes and marijuana hydroponics grow labs where children are present. The volume of occurrences referred to the Children's Aid Society has increased from 4,295 (2001) to 4,528 (2002) representing an additional 233 referrals (+5.0 per cent). These referrals result in investigations focusing on children who are potentially at risk or in need of protection.

**Sex Offenders:** Proactive initiatives of this bureau include conducting reviews of the background of sex offenders being released back into the community on Parole or at Warrant Expiry. The review is to determine if there is a need to exercise Section 810.1 or 810.2 in the interest of community safety, and seek a Recognizance with appropriate conditions. During 2002, 269 individuals were reviewed, representing an additional 100 individuals compared with 2001.

**Violent Crime Linkage Analysis System (ViClas):** This is an internationally recognized database established to ensure the prompt identification of possible linkages between violent crimes and suspects. Repeat homicidal and sexual predators follow similar patterns and these characteristics are predictable. The volume of ViClas reports submitted to the Provincial Co-ordinator's office has increased from 575 submissions in 2001 and 705 submissions in 2002, representing an additional 130 submissions (+23.0 per cent).

### **Family Violence**

**Overview:** In 2002, there were 2,939 domestic occurrences in Peel, 336 fewer than 2001. Due to changes in Adequacy Standards and the need for officers to possess core competencies, requests for involvement in the training process have increased steadily throughout the year. The following family violence information sessions have been presented to an estimated 266 police officers and police managers: General Investigative Techniques; Advanced Patrol Training; Intermediate Patrol Training; Major Case Management; and Auxiliary Police Officer Training. Information sessions have been presented to approximately 152 persons including Communications Calltakers; Victim Services; and the Ontario Police Services Board.

**Partnerships:** Active community partners include the following:

- Victim Services of Peel
- Victim Witness Assistance Program
- Success by Six Committee
- Peel Committee Against Women Abuse
- Judicial sub-committee of Peel Committee Against Women Abuse
- Safety First Women's Group
- Trillium Health Centre Unit
- Interim Place I
- Interim Place II
- Armagh House
- Our Place Peel
- Salvation Army
- Cultural Interpreters
- Life Resource Centre India Rainbow Community Services
- Catholic Family Services
- Family Services of Peel
- Speers Society
- Domestic Violence Court Advisory Committee
- Peel Crown Attorneys Office

**Domestic Violence Emergency Response System (DVERS) Alarm:** The DVERS Program involves issuing alarms and cellular phones to individuals who have been identified as being at risk for victimization. In 2002, 30 individuals were issued with DVERS alarms/cellular phones.

### **Threat Assessment Unit**

**Overview:** In 2002, the Threat Assessment Unit completed 260 assessment cases with the following breakdown:

- Sex Offender Registry - 209
- Domestic violence - 11
- Sexual Assault - 11
- Targeted threats against police - 2
- Threatening correspondence - 3
- Criminal harassment - 5
- High risk releases, 810 applications and Dangerous Offender Applications - 19

### **Threat Assessment Case Examples:**

- (i) **Counseling to commit kidnapping, extortion and murder** - In May 2002, the Peel Regional Police received information of a plot to kidnap, extort and murder a local resident by a former business associate. In the early stages of the investigation, the Criminal Investigation Bureau contacted the Threat Assessment Unit for a threat assessment on the offender and for an opinion on whether he was capable of carrying out the plan to abduct and harm the potential victim. A behavioural analysis on the offender was conducted and several risk-enhancing factors were identified. The identification of these risk factors allowed the Threat Assessment Unit to conclude that the offender had a high risk potential for future violence and that risk of violence to the victim was real. This information was communicated to the investigators and therefore allowed them to make an informed decision on assigning a high priority to this case. The subsequent investigation resulted in the arrest of the culprit for counseling to commit kidnapping, extortion and murder.
- (ii) **Dangerous Offender Application** - In June, 2002, a repeat and violent offender was charged with assaulting a police officer and weapons offences in an incident where the offender attempted to remove the officer's handgun from the holster. This was the second occasion where the offender had seriously assaulted a Peel Regional Police Officer. Other violent behaviour included an incident where the offender stabbed a cab driver in the neck during a robbery in Toronto. Upon reviewing the case, the Peel Crown Attorney's office contacted the Threat Assessment Unit with a

request to conduct a risk assessment on the offender. The purpose of this request was to assist them in determining whether a Dangerous Offender Application would be sought in this case. A threat assessment report was prepared identifying the offender as a high risk for future violence.

- (iii) **Stalking Case Example** - In April, 2002, investigators charged a 24 year old male with a domestic assault and mischief against a female victim. When investigators conducted a background check on the offender they uncovered a long and disturbing history of violence and stalking behaviour against women. A threat assessment was conducted to determine the offender's level of risk for future violence. A report was prepared which identified the offender's risk for future violence and in particular described the offender's stalking typology and how this typology was associated with an increased risk for violence against his victims. Based on the analysis of the offender's past behaviour, the report concluded that the offender had a high potential for future violence. This information was used at the bail and sentencing hearings to assist in securing a lengthy term of incarceration for the offender. Since his incarceration, Corrections Canada have requested a copy of the threat assessment to assist in assigning a security classification for the offender and structuring treatment programs while he remains in custody.

### **Field Operations Divisions**

**Robberies:** In 2002, 574 robberies occurred in Peel, 19 fewer robberies (-3.0 per cent) compared with last year. In 2002, the Central Robbery Bureau investigated 162 robberies, resulting in 329 criminal charges and 86 persons arrested.

**Assaults:** The number of assaults reported to police decreased from 4,994 in 2001 to 4,903 in 2002, representing 91 fewer assaults (-2.0 per cent). Overall, 87.0 per cent of total assaults are solved.

### **Airport Division**

**Weapons:** Airport Division Officers, Canada Customs and Immigration personnel work together to target and apprehend culprits who attempt to import prohibited weapons into Canada. The number of occurrences involving weapons increased from 36 in 2001 to 42 in 2002. Thirty-four persons were arrested for weapons-related offences.

**Sex Offenders:** The Airport Division liaises with Canada Customs and Immigration to identify possible sex offenders entering Canada through the airport by working with the appropriate law enforcement agencies. Further, any sex-related occurrences that meet the criteria required for a ViClas form are submitted as required. In both 2001 and 2002, five ViClas submissions were prepared.

**Crimes of Violence Case Examples:**

- (i) **ATM Robberies/Muggings** - On February 10, 2002, the victim attended an ATM machine in Mississauga. After leaving the bank, he was confronted by a male who pointed a semi automatic handgun at his neck. He was taken to his vehicle and then to the rear of the bank parking lot. The culprit tied the victim's hands with plastic tie cables. The victim's money was taken as well as his debit card and pin number. The culprit went to the bank, removed \$100 and then returned to the victim and released him.

Shelburne O.P.P. had a similar robbery reported where a culprit attended a local motel and confronted the owners demanding money. The culprit tied the victims up with plastic cable ties and took the victim's bank card and pin number. The culprit searched the residence of the victim and progressed to a bank in Mississauga where an attempt to remove cash using the victim's card and pin number was unsuccessful. On February 25, 2002 a similar robbery occurred at a bank in Mississauga. The victim in this occurrence also had a gun pointed at him.

On March 6, 2002, while on routine patrol, an officer observed a suspicious vehicle. Upon investigation, he determined the driver was wearing a disguise and in possession of a pellet pistol handgun. The driver was arrested and subsequently investigated by the Central Robbery Bureau. The accused party was employed in a nearby factory and had no previous police contact prior to these offences. He was charged with all three robberies.

- (ii) **On-Board Disturbance** - A British Airways flight, enroute to Dallas Texas from London England, was diverted to Pearson International Airport as a result of an on-board disturbance. An individual was making terrorist threats and was acting in a manner which frightened the other passengers. An off-duty Dallas police officer was instrumental in organizing passengers to assist the crew in overpowering and restraining this individual who was subsequently arrested and charged with endangering the safety of

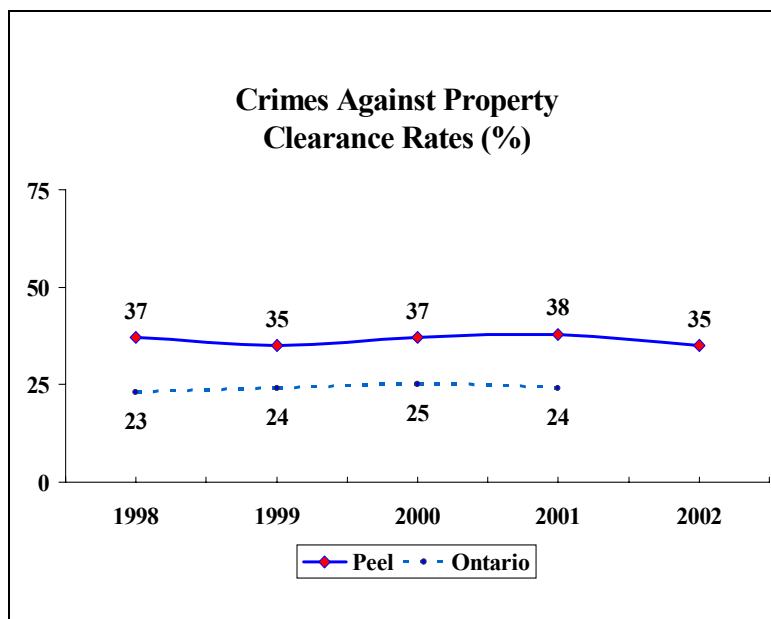


an aircraft. This individual was sentenced to three years incarceration.

- (iii) **Attempt Murder** - The accused is a 28-year-old daughter of the victim. They resided together at a private residence in Brampton. On January 26, 2002, the accused and victim began to argue over money. The victim attempted to leave the residence, but was prevented from doing so by the accused. The accused became enraged and used a large knife and stabbed the victim. The accused also kicked, punched and struck the victim. The victim received serious injuries and the accused was charged with Attempt Murder and a number of other offences.

#### b) Crimes against Property

*The Priority of Crimes against Property includes the following criminal offences: break and enters (to businesses, residences, schools, etc.); all thefts (shoplifting, thefts relating to motor vehicles); mischief (vandalism and graffiti) and frauds.*



**Peel Overview:** Peel Regional Police handled 25,202 reports relating to property crimes in 2002. This is an additional 1,101 property crimes compared with 2001. Overall, 35.0 per cent of property crimes were solved in 2002, which has been consistently higher than previous provincial average clearance rates for the past five years.

### **Commercial Auto Crime Bureau**

**Overview:** The Commercial Auto Crime Bureau consists of eight officers: a Detective Sergeant; three Detectives and four Constables. There has been a continued increase in the theft of luxury vehicles for exportation. Organized crime has infiltrated the auto theft industry resulting in luxury vehicles being exported for profit or resold to unsuspecting buyers with counterfeit serial numbers affixed to their history.

The auto industry has made many anti-theft improvements and as a result thieves are required to obtain a key for the vehicle. Consequently, crimes such as break and enters to dwellings, dealerships and auto repair businesses have increased. There has also been an increase in vehicles stolen while warming up in the driveway and in carjackings. This is a significant concern as the possibility for victim/culprit confrontation increases. Since 2001, the volume of motor vehicle thefts has increased by 110 (+4.0 per cent) to 3,021 in 2002.

**Thefts of Tractor Trailers, Loads, & Construction Equipment:** In 2002, losses as a result of thefts of tractors, trailers and loads were conservatively estimated at \$15.6 million dollars. In 2002, 122 tractor trailer/load thefts occurred, an additional 32 (36.0 per cent) compared with 2001. Additionally, 35 major pieces of construction equipment were stolen in 2002.

**Greater Toronto Area (GTA) Cargo Theft Investigators Association:** The Commercial Auto Crime Bureau has a dedicated Cargo Theft Unit, as does the Toronto Police Service. No other Police Service in the GTA, or elsewhere in the Province, can provide the expertise these officers have developed. As such Peel Cargo Theft officers identified a need for a Cargo Theft Association as a medium to exchange information on current trends, targets and investigations. Peel cargo investigators were instrumental in the formation of this group and have been hosting monthly meetings since the spring of 2002. The idea was widely received and a network of investigators has now been developed from Niagara to Durham Region and includes the Ontario Provincial Police (OPP). Investigators from the private sector have also been welcomed to these meetings.

**Commercial Auto Crime Case Examples:**

- (i) **False Drivers Licenses** - During the investigation of a group of individuals responsible for numerous auto thefts throughout the Greater Toronto Area, it became apparent that a person, employed by the Ministry of Transportation, was assisting criminals by supplying false documents. The subject would supply false driver's licenses and ownerships for profit. Undercover officers were able to gain the confidence of this employee and subsequently purchased four false driver's licenses from the subject for a fee of \$500 each. Due to Jurisdictional guidelines, the OPP were approached and a joint investigation was undertaken. Peel Regional Police Fraud Bureau also became involved in the investigation. In April 2002, a party was arrested and charged with Breach of Trust, Forgery, Possession of Property Obtained by Crime, Mischief to Data and Unauthorized Use of Computer. The accused admitted responsibility for producing at least 25 false drivers' licenses and altering the data on at least 200 others.
  
- (ii) **Tractor Trailer/Load Thefts** - Investigators identified several subjects responsible for the theft of loads of property across the Greater Toronto Area. This organization operates under the direction of a known member of an organized crime group. In the spring of 2002, an investigation was commenced involving surveillance of certain members of the group. Assistance to Peel Commercial Auto Crime was provided by Toronto Cargo Theft Unit and Peel Mobile Support Unit. The Cargo investigators have been able to recover 11 full and five partial loads. They have laid 20 charges against eight persons. To date, property from at least 22 stolen loads can be directly associated to certain members of this group. The value of these loads is approximately \$4 million dollars. Information was received indicating that some members of this organization and others were involved in the theft and distribution of stolen vehicles, both in Canada and elsewhere. Investigators began recovering re-vinned vehicles and have recovered 14 stolen vehicles. Value of the vehicles recovered to date is approximately \$700,000.

### **Fraud Bureau**

**Overview:** Although the volume of frauds declined to 1,940 (-271, -12.0 per cent) since 2001, the volume of fraudulent losses increased to approximately \$72 million dollars – an additional \$29 million dollars compared with 2001. Sixty five per cent of frauds are solved. Necessary legislative changes lag behind technological advancements. In that regard, Canada lags far behind efforts being made in the United States where, among many agencies, they have set up the “Internet Fraud Complaint Center” to co-ordinate internet fraud on a National level. As such, we as the local Police agency are left to address complaints with full knowledge that criminal prosecution is difficult.

**Counterfeit Currency:** During the first half of 2002, counterfeit currency seized in Peel amounted to more than the combined seizures in the Provinces of New Brunswick, Prince Edward Island, Newfoundland, Nova Scotia, Saskatchewan, Manitoba, the Yukon and Northwest Territories. In 2002, there were 2,697 Canadian counterfeit currency notes received with a value of \$70,755. Three hundred fifty five American bills have been seized valued at \$32,386 U.S. An increase in the volume of counterfeit \$10 Canadian bills accounts for the majority of seized bills.

**Debit Card Frauds:** Debit card fraud and “account takeovers” continue to be growing problems that effect financial institutions and individuals. The schemes involve capturing a victim's information from the debit card, along with the person’s confidential PIN number. Once this information is obtained, culprits are able to withdraw funds from the victim's account, and obtained cash advances from credit cards or lines of credit. These crimes, in addition to the financial loss, erode the confidence citizens have in financial institutions. Investigations, utilizing the principles of “intelligence lead policing”, extend beyond individual occurrences to identify organized groups. Proactive investigations targeting identified criminals target the source of the problem.

**Card Reader Pilot Project:** The primary example of the Bureau’s efforts to proactively target emerging fraud trends in an effort to limit victimization is the “Card Reader – Pilot Project” which concluded on July 31, 2002. In partnership with the private sector, this initiative provided front-line officer’s access to the technology necessary to identify fraudulent debit/credit cards. An agreement was reached whereby Peel Regional Police would host a pilot project which saw the installation of terminals capable of reading magnetic card strips at each Division. Peel Police received six card readers and managed a further twenty distributed throughout the Province with Police Agencies and Customs officials at

Pearson Airport. Front-line officers were encouraged to use the terminals as an investigative tool to identify fraudulent identification. During the six-month pilot project, officers identified the following counterfeited cards with the use of the terminals (data from all 26 terminals):

- 51 Credit Cards
- 28 Bank Debit Cards
- 8 Driver's Licenses
- 3 Social Insurance Cards
- 5 Health Cards

This pilot project is expected to be made a permanent procedure in 2003 and be a model for implementation of similar initiatives in major centres throughout the country.

#### **Internet Case Example:**

In May 2002, two separate complaints were received alleging that a local resident fraudulently posted non-existent items for sale on the Internet. One complaint was received from a citizen of Florida while the other was received from Italy. In total the fraud loss amounted to approximately \$4,000. Prosecuting such an offence would, as legislation exists, require that the Crown cover the costs of the witnesses attending Brampton. Since this was unlikely, efforts made over a period of several weeks successfully encouraged the suspect to return the money to the complainants. Addressing international issues in this manner is challenging.

#### **Field Operations Divisions**

**Break and Enters:** In 2002, 5,023 break and enters occurred including 2,838 residential break-ins and 2,070 break-ins into businesses. Between 2001 and 2002, the total volume of break and enters increased by +308 (+7.0 per cent). Residential break-ins increased (+441) and business break-ins decreased (-162). Overall, 38.0 per cent of break-ins have been solved in 2002.

#### **Crimes Against Property Case Examples:**

- (i) **Break-ins to Commercial Premises for Cigarettes** - During 2002, there was a trend of commercial smash and grabs for cigarettes. Most of the victim premises were unoccupied variety stores and gas station kiosks. In 21 Division, there were six of these types of break-ins resulting in losses of \$5,000 in stolen

property and \$10,000 in damages. The culprit typically broke a large window or door to gain entry. In two incidents, the culprit used a stolen motor vehicle to ram the window and make good his escape. The Break and Enter Unit commenced an investigation compiling information on known suspects from the area and beyond. Approximately 40 hours of surveillance was conducted in targeted locations. In December 2002, following a recent break-in to a convenience store, a male party was arrested in a stolen vehicle a short distance away. Inside the vehicle, cigarettes were located from the break-in. The party was charged with six break-ins.

- (ii) **Housebreaks/Sexual Assault** - In August 2002, an adult male forced entry to two separate residences in Mississauga. In each case, he stole various items of limited value but also engaged in sexual activities. In one home, he entered a bedroom where he masturbated and fled. He then forcibly entered a second nearby residence where he stole items from a purse and again went to the bedroom of a female five year old child. The culprit lay down beside her and upon the child awakening, quickly fled. A suspect's fingerprints matched prints at one of the scenes. After intensive investigation, the suspect was located and arrested within two days of these incidents. He was charged with these and other housebreaks, two attempted break-ins and sexual assault. Forensics played a significant role in this case. The suspect remains in custody.
- (iii) **Break & Enters and Weapons** - In June 2002, a number of individuals were identified as being responsible for a series of break and enters and thefts of motor vehicles within the Region of Peel and outside of the jurisdiction. The focus of this investigation became a priority after it was determined that a number of firearms had been stolen in one of the break and enters. Of notable significance was the fact that one of these weapons was a Police Service issued firearm. After a very complex, multi-jurisdictional investigation, 10 arrests were made and a total of 103 charges were laid in this matter. This case is a strong example of how internal and external investigative units collaborated closely to achieve the successful resolution of an investigation.

### **Airport Division**

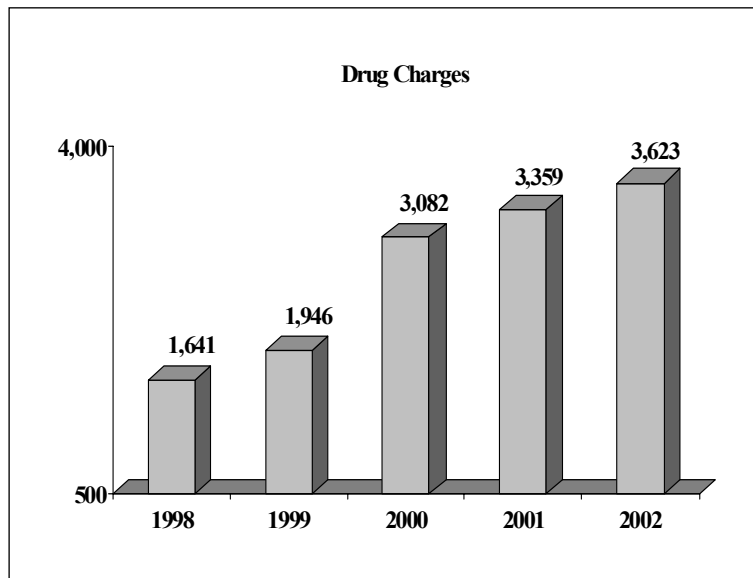
**Thefts:** Crime Prevention initiatives such as informing travelers of the risks of being victimized and a strong uniform presence have been successful in reducing the number of thefts occurring at Pearson International Airport (PIA). As a result, between 2001 and 2002, thefts declined by 25.0 per cent (103) to 308.

**Distraction Thefts:** Organized crime groups travel from airport to airport across North America, distracting passengers and stealing luggage, carry-on bags and purses containing cash and valuables. Thirteen distraction thefts have occurred at the Pearson International Airport in 2002 resulting in a loss of property valued at \$33,570. Public awareness through crime bulletins and the media have been used as a prevention tool. Initiatives implemented have been effective in reducing the number of distraction thefts.

**Thefts of Vehicles:** Car rental companies have implemented a number of initiatives that have successfully decreased the volume of motor vehicle thefts. In 2002, there were 46 vehicles stolen compared with 87 vehicles stolen in 2001, representing 41 fewer vehicle thefts (-47.0 per cent).

### **c) Drug Control**

*The control of illicit drugs is a Priority to the Peel Regional Police. This includes a multi-dimensional approach to drug enforcement, the prevention of drug use through public education initiatives and open participation in the development and amendments to public policies.*



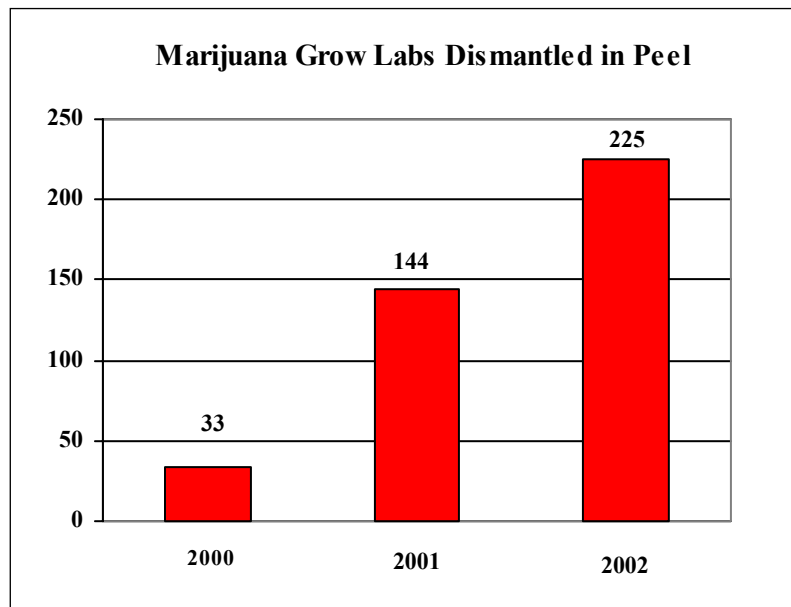
**Peel Overview:** Strict enforcement relating to drug activities resulted in 3,623 drug charges laid in 2002. The value of drugs that have been seized by members of the Morality Bureau has more than doubled to \$140 million dollars from \$57.1 million dollars at the end of 2001. This major increase is attributed to the focus on marijuana grow houses. Seized cash amounts to \$556,214 Canadian dollars and \$21,503 US dollars.

### **Morality Bureau**

**Adult Drug Education:** Peel Regional Police currently has a Constable Representative addressing drug education for adults. In 2002, 55 lectures were delivered to various organizations with 2,470 persons attending. Peel Regional Police has designated a representative who holds membership on eight drug awareness committees. Police membership in these committees provides an opportunity to offer a police perspective as input. The representative is a board member with Peel Partners for a Drug Free Community and has organized a number of fundraising events that include the Peel Partners Art Auction, the Peel Partners Playdium Event and Putt for Peel Partners. Peel Partners is a charity organization which raises funds to promote community drug awareness through drug education programs and the provision of drug education materials for all age groups. The representative is also a member of the Peel Drug Awareness Coalition. This is a committee that operates under the direction of the Ontario Drug Awareness Partnership. The Drug Awareness Coalition holds educational events for all age groups and was involved in organizing the Seniors' Education Fair (discussing drug



misuse by seniors) and the Youth Forum (for grade nine students to discuss drug issues). In collaboration with the Royal Canadian Mounted Police (RCMP), Peel Regional Police hosted the Drug Education Conference. This conference provided drug education information and strategies for 100 police officers, from 24 Southern Ontario police agencies.



**Increase in Sophisticated Hydroponics Labs:** During 2002, 225 residential marijuana hydroponics operations have been dismantled. This compares to 144 in 2001 and 33 in 2000. The value of marijuana seized in 2002 was \$139 million dollars, a significant increase compared with \$51.9 million dollars at the end of 2001.

In the past, hydroponics labs were small operations set up in the basement or in a bedroom of a home with a limited number of plants. Currently, hydroponics labs are quite different. Large homes (between 2,500-4,000 square feet) are being used in quiet residential communities. Often, almost the entire home has been converted to a lab and contains elaborate systems for ventilation, watering and electricity. In most cases, the electrical supply is obtained by breaking through the basement wall near the electrical panel and splicing into the power supply running from the street to the home allowing for access to free power and preventing the possibility of detection. Labs found locally are similar to operations in Vancouver, British Columbia (B.C.) and many culprits have connections with individuals in B.C. (B.C. police estimate between 7,000 - 10,000 home hydroponics operations in the Vancouver area.) One of the main reasons for this tremendous growth in B.C. has been attributed to the

tolerant attitude toward marijuana use and the lenient sentences given to charged parties. There are very few instances where accused parties are given jail sentences upon conviction and in most court dispositions the penalty is a fine ranging from \$1,000 to \$3,000.

**Designer Drugs:** During 2002, the Morality Bureau seized 3,165 grams of Ecstasy in pill form. Quantities of other designer type drugs such as Gamma Hydroxybutyrate (date-rape drug) have also been seized. These drugs are becoming increasingly popular with both users and traffickers and represent substantial profit for the criminal element. Ecstasy, for example, is purchased off-shore (Europe) for \$2.00 to \$3.00 per pill and sold in the GTA for \$10.00 per pill. Several thousand pills are imported at a time. Organized groups of people are involved in the distribution of these drugs. Investigations are extensive and involve the development of importer information and the identification of distribution networks.

#### **Drug-Related Case Example:**

**Retailer Suppliers to Hydroponics Labs** - A co-operative investigative strategy was developed involving Peel Regional Morality (Lead Agency), the OPP Toronto Drug Unit, the RCMP Integrated Proceeds of Crime Unit and the Provincial Proceeds of Crime Unit. This project focused on the hydroponics supply stores involved in the setting up of marijuana grow labs. The project entailed locating a residence suitable to be utilized as a grow lab and using an undercover officer to purchase grow equipment and seedling marijuana plants at several of these stores. The store owners and employees then set up the home for the undercover officer as an illegal drug operation and agreed to accept the final product for trafficking purposes. This successful initiative yielded the following results: 24 persons arrested; 60 criminal charges laid; \$1.7 million in property value restrained; 4,000 plants seized; 388 lbs dried marijuana seized on takedown; total street value of drugs seized amounted to \$7,956,480; \$230,000 'proceeds of crime' cash seized; and \$71,000 US seized.

#### **Street Crime Unit**

The Street Crime Unit is a region-wide group of officers with a mandate to address local lawless public behaviour issues including the illegal use and trafficking of drugs and other banned substances. In 2002, the Street Crime Unit was responsible for 772 drug-related arrests and 1,047 drug-related charges. As a result of the Street Crime Unit's enforcement activities, drugs valued at \$754,286 were seized.

### **Airport Division**

**Overview:** The Airport Division has the primary responsibility of all criminal investigations at PIA; however, the primary responsibility for drug control remains with the RCMP Joint Forces Drug Unit. Peel Regional Police responds to calls-for-service where a drug dog has identified that a passenger is in possession of drugs. In situations where the RCMP is unable to respond, Peel Regional Police Officers respond at both Canada and United States Customs. Drug-related occurrences at PIA have decreased from 318 in 2001 to 154 calls in 2002 (-52.0 per cent). 129 persons were charged with drug-related offences.

**Joint Forces Airport Drug Unit – Airport Division Drug Trends:** An informal arrangement was made combining officers from Peel Regional Police, RCMP, Toronto Police Service, the OPP and officials from Canada Customs. This unit has been involved in a number of seizures at PIA resulting in an estimated 100 persons arrested with drug-related offences on domestic and international flights. The methods of importation that are usually attempted are luggage false compartments or hollowed handles, “swallower”, body packaging, anal and vaginal plugs and altered imported liquor bottles. There has also been an increase in the seizures relating to heroin, primarily through Panama as a source country.

#### **d) Crime Prevention**

*The commitment to Crime Prevention as a Policing Priority involves a wide range of initiatives including, but not limited to, the activities described below.*

- Proactive safety and education initiatives are provided (e.g. robbery prevention, shoplift prevention and personal safety education).
- Collaborative partnerships are established with numerous community groups including local crime prevention associations; special interest groups for youth, neighbourhoods, cultural communities; schools; and businesses.
- Crime Prevention through Environmental Design (CPTED) and through Physical Design (CPTPD) consultations are provided.

### **Youth Education Unit**

**Overview:** The Youth Education Unit was newly formed in January 2001 and includes the Peel Children's Safety Village, Internet Safety and Reduce Abuse in Drugs (RAID) Program. In total, there are 18 officers and one civilian member who work in partnership with both school boards, Peel Health Department and the community to educate our youth. Police officers deliver a variety of programs to children from kindergarten to grade eight and are responsible for working with principals and the school community to familiarize them with the Schools against Fearful Environments (SAFE) Program. In addition, the officers are team members at each of their respective schools which amount to 25-30 school teams each. They counsel, mentor and participate in school activities in order to establish rapport with youth. Programs provided include:

**Reduce Abuse in Drugs (RAID):** This is a customized drug education program and has received very positive praise from citizens, children and teachers. A number of other police agencies that have heard about the program have requested permission to replicate the Peel curriculum developed by Peel Regional Police's Drug Education Officers. Three constables provide drug education lessons to grades five and six students in Brampton and Mississauga. Each RAID session consists of seven lessons on: drug information; how and why to say no; self-esteem; decision making; conflict resolution; advertising messages and positive alternative activities. During the 2001-2002 school year, 75 schools participated from both local school boards. 1,303 classes were taught to 5,100 students.

**Internet Safety:** During the 2001-2002 school year, 295 school presentations were provided to an estimated 29,312 students. Additionally, 19 adult presentations were provided to an estimated 365 persons. Internet Safety Programs are delivered by Youth Education Officers to students in the Region of Peel. There is one full-time Internet Safety Co-ordinator, who works in partnership with the Internet Safety Committee, and provides education for adult community members and parents. This program has proven very successful and is reported to be the only program of its kind in Canada and likely the world. A delegate from the New Zealand Police commented on how exemplary this program was. Requests for the program have been received from other school boards, various organizations in western Canada, the United States and England.

**Children's Safety Village:** The Safety Village is staffed with two police officers. The goal of the Village is to reduce the rate of preventable traffic accidents by educating children of the value of practicing safe and secure

behaviour. Traffic accidents are currently the leading cause of death and serious injury for children between the ages of one and nine. Instruction is given to elementary school children regarding traffic safety, personal safety, bicycle safety, school bus safety stranger awareness and youth and the law. During 2002, 14,001 students attended the Safety Village. Additionally, 2,069 bus and foot patrollers were provided with training.

**Bullying:** Three age-appropriate lessons have been developed to teach youth (from kindergarten to grade eight) about bullying. These lessons address the moral and legal consequences of bullying, identify the bully and the victim, provide strategies for dealing with bullying and stress the importance of reporting bullying incidents. It is an interactive program which is accompanied by role playing and videos. Our slogan is, "Everyone has the right to feel good about themselves and good about going to school. Nobody has the right to take that away from them." During 2002, 1,138 classes were delivered to 65,885 students.

**Youth and the Law:** This program is delivered to students in grades six to eight. It provides students with knowledge of the law, consequences if the law is broken and how it can affect them in their daily lives. During 2002, 353 classes were delivered to 16,908 students.

**Stranger Awareness:** Children enrolled in kindergarten through to grade two are provided with information defining strangers (helpful and dangerous) and taught strategies to encourage awareness, reduce victimization and resolve situations safely. During 2002, 193 classes (10,479 students) were provided with stranger awareness lectures.

**Policing as a Career:** 74 classes were provided with lectures outlining policing as a possible career choice. 3,058 students (grades seven and eight) attended.

**Community Helpers:** This lecture is provided to children enrolled in kindergarten and grade one and explains how to identify a police officer and the many ways they can help children. 104 classes (5,750 students) were provided with lectures.

**Miscellaneous Drug-Related Education:** Members of the Youth Education Unit provide drug education lectures consisting of identifying drugs; outlining issues relating to substance abuse and developing strategies to cope with peer pressure and to avoid drug use. Lesson plans are designed for children in grades five to eight. 71 classes were taught to 5,190 students.

**Safe School Protocol:** The Safe School Protocol is an agreement between Peel Regional Police, the Ontario Provincial Police (Caledon Detachment), the Peel Board of Education and the Dufferin-Peel Catholic District School Board to co-operate and communicate with each other in their dealings with students and police-related investigations. It clarifies their respective roles and responsibilities and defines the need for maintaining open lines of communication. The protocol recognizes the partner's shared responsibility for the safety of the school community.

**Project Eagle:** Project Eagle is a partnership between police, schools, social agencies, parents, and the community to work together toward a common goal of educating high risk youth. This program provides education, social and life skill programs to youth who are experiencing conflict in school and or the community. Students between the ages of 10-15 years participate in the program where they receive school curriculum and are provided with skills in conflict management, mediation and teambuilding to adjust unacceptable behaviour. This program is a controlled environment offered to students who are under suspension and in need of support.

### **Crime Stoppers**

**Overview:** Peel Crime Stoppers is a separate entity from Toronto and Regional Crime Stoppers. As a result of the Crime Stoppers Program, 1,255 calls have been received resulting in the seizure of drugs valued at \$9 million dollars; the seizure of property valued at \$364,762; 107 cases cleared; 109 arrests made; and 308 charges laid. Crime Stoppers training sessions have been developed and delivered to provide officers with an opportunity to understand Crime Stoppers' procedures.

**Safe School Crime Stoppers Program:** In 1993, Peel Crime Stoppers established the first Safe School Crime Stoppers Program at Notre Dame Secondary School in Brampton. Since then, hundreds of Ontario schools have followed Peel's lead in establishing this program. Peel now has a total of 46 high schools on line, plus the University of Toronto Mississauga campus, with this Safe School Crime Stoppers Program in place. This program is responsible for solving and preventing numerous crimes. As a result of this Program, a close working relationship exists among school boards, school administration, students and local police.

**Gun Stoppers Program:** The Gun Stoppers Program is unique in Canada. On April 23, 2002, Gun Stoppers became a component of the Peel Crime Stoppers program. The focus of Gun Stoppers is to eliminate the presence of illegal firearms in and around high schools, elementary

schools and surrounding areas. It is used as a proactive “crime fighting” tool. Cash rewards of \$100 are paid to callers for any gun seized and an arrest is not required. Four days after Gun Stoppers was launched, the first gun was seized from a school. By the end of 2002, tips to Peel’s Gun Stoppers Program have resulted in the seizure of 28 guns, five knives and one machete.

### **Child Abuse and Sexual Assault (CASA) Unit**

**Community Outreach:** The Child Abuse and Sexual Assault Bureau has representation on 12 committees. These committees include the policing community as well as affiliated social agencies. The focus of these various committees includes crime prevention, education and service delivery. Members of the CASA Unit provided 54 lectures in 2002. The lectures share information regarding current offence trends and operating procedures. Personnel from the CASA Unit are key contributors to the training of personnel in affiliated outside agencies. Attendance at these lectures is estimated at 1,620 persons.

### **Fraud Bureau**

**Community Outreach:** In 2002, 24 lectures were provided to an estimated 600 attendees. These presentations were given to banks, seniors groups and the Peel Regional Police “Crime Prevention Academy”.

**Media Releases:** Photographs of suspects are released to the media in order to obtain assistance from the public. This initiative has met with much success. The public has been made aware of recently identified fraudulent trends through news releases in an attempt to prevent further victimization of our community.

**Seniors:** The Senior's Hotline, an information hotline that was established in 1998, is monitored regularly. The Fraud Bureau provides a representative to the Senior Crime around Toronto (SCAT) committee. This committee consists of representatives from police and other government agencies that interact with seniors. The purpose of this group is to exchange information regarding trends relating to senior crime, culprit information and prevention strategies.

**Partnerships:** Effective partnerships have been established with Peel Social Services and Canada Customs and Revenue. Training seminars have been provided addressing topics such as conducting investigations, testifying in judicial proceedings, identifying fraud and personating. A

partnership with the private sector has resulted in the acquisition of six payment card readers for distribution within Peel. As a result, there will be an increase in the detection of counterfeit payment cards and in the seizure of fraudulent identification.

### **Race and Ethnic Relations Bureau**

**Overview:** The Peel Regional Police Hate/Bias Crimes procedure has been revised and now requires each Criminal Investigation Bureau to have a Divisional Hate/Bias Crimes Co-ordinator. This has given a higher profile to these crimes and increased sensitivity to the victims. In 2002, 80 meetings were attended and 21 presentations were delivered to an estimated 750 attendees.

#### **Key Initiatives:**

- A culturally diverse community panel provided a presentation to new police recruits to increase awareness of various customs and cultural influences.
- Annual “Race against Racism.” The Peel Community – Police Race Relations Committee organizes and runs an annual five kilometre race/walk which promotes harmony and positive relations amongst the variety of racial/ethno cultural groups in Peel.
- Focused education (cultural diversity issues and hate crime) amongst the youth of the Region of Peel (presently developing a cultural diversity lecture to be delivered to elementary level children with both Boards of Education – has been authorized by both Boards).
- Development of a hate-motivated occurrence tracking system and a cultural group contact.

**Partnerships:** Community Partners include the following: both local schools boards; Peel Community - Police Race Relations Committee; Peel Multicultural Council; Inter-Cultural Neighbourhood Social Services; Peel Victim Services; Council of Police Against Racism; Multicultural Inter-Agency Group; Anti-Racism Coalition of Peel; Brampton Race Relations Action Council; Language Instruction for Newcomers to Canada; Carassauga Multicultural Committee; Carabram Multicultural Committee; United Achievers’ Community Services; Ontario Gurdwaras Committee; Sri Guru Singh Sabha Malton; India Rainbow Community Services; Can-Sikh Cultural and Sports Club; National Association of Indo-Canadians; International Ladies Garment Workers Union Housing Co-op; Congress of Black Women; Caribbean Association of Peel; National Ahmaddiyya



Muslim America; University of Toronto Erindale Campus; Chinese Business Association of Mississauga; Canadian Jewish Congress; B’Nai Brith; Italian Association of Peel; Palestine House and Polish Community Services.

### **Field Operations Divisions**

#### **Crime Prevention Partnerships and Initiatives**

**Brampton Safe City:** Peel Regional Police continues to expand its commitment to Brampton Safe City and its community partners. The following examples illustrate the range of commitment to Brampton Safe City:

- Representatives from Crime Prevention Services provide the following commitment to Brampton Safe City: volunteer as a board member at large; provide crime prevention information relating to businesses; provide general support on community issues and crime prevention expertise; write articles and media releases; liaise regarding the Crime Prevention Academy; provide CPTED consultations; and assist with the development of a strategic plan for Neighbourhood Watch. The Officer in Charge of Crime Prevention Services provides a direct line of communication to Peel Regional Police senior managers with respect to all initiatives and issues involving this important partnership.
- A Staff Superintendent is the official representative for Peel Regional Police on the Brampton Safe City Executive Committee and a Board member.
- An officer from the Training Bureau volunteers with the organization as a board member and as chair of the Road Watch Committee.
- An officer from 21 Division volunteers with organization as a Board and Board Executive Committee member.
- An officer from 22 Division is the primary contact for Neighbourhood Watch and on targeted community pilot projects.
- The Staff Sergeant in charge of the Community Liaison at 21 Division acts as the Peel Regional Police liaison on the Youth Education and Safety Program Advisory Committee.
- The Community Liaison officers at both 21 and 22 Division assist with and support community workshops and sit on the Safe City Campaign.

- Representatives from the Youth Education Unit are members of the Block Parents Board, a committee regarding Web Awareness Workshops and address special projects.
- The Organizational Development Analysts prepare a weekly report of crime incidents and statistics and the Webmaster formats this data and transmits it to the City of Brampton for posting on their website.
- Criminal background screening is conducted for volunteers as required.

In total, over 15 officers participate in formal roles with Brampton Safe City to ensure its ongoing success as well as supporting Peel Regional Police in meeting crime prevention objectives. Numerous officers participate on an informal and voluntary basis in the following programs including: Neighbourhood Watch; Block Parents; Road Watch; Safe City Campaign; Crime Prevention Academy; the Youth Education Safety Project; Crime Alert Program, Business Crime Watch; the Challenge Program; and Public Education Awareness Workshops. The efforts of Brampton Safe City support the Crime Prevention objectives of the Peel Regional Police and represent a significant and integral part of the Peel Regional Police public outreach and program delivery effort. This model is well established and should serve as an example for police services.

**Mississauga Crime Prevention Association (MCPA):** The Peel Regional Police continues to expand its partnership with the Mississauga Crime Prevention Association and its community partners. The MCPA utilizes a very formal structure with a Peel Regional Police superintendent and detective serving on the Board of Directors. As well, a member of the Crime Prevention Services Bureau acts as a non-voting resource for the Board.

The MCPA successfully operates five key crime prevention and safety awareness programs:

- Neighbourhood Watch
- Block Parents
- Counter-Act (anti-vandalism program)
- Business Crime Watch
- The Community Alert System

These programs are operated under the direction of the executive director. Police support is informal and arranged on an as-needed basis. Currently, Peel Regional Police and MCPA are developing a pilot evaluation project for Neighbourhood Watch. Community liaison officers, crime analysts,

front-line and investigative personnel are all involved in assisting and supporting the delivery of crime prevention services to the community through our partnership with MCPA.

The support that MCPA receives from the Peel Regional Police is extensive. Due to the informal “services as needed delivery model” employed by MCPA, it is difficult to demonstrate the details of this support. Many officers work to support the organization both on-duty and off-duty in a volunteer capacity. As of September 2002, Peel Regional Police is meeting all of MCPA’s current policing needs. The programs and services offered by MCPA, in partnership with the police, form an integral part of the Peel Regional Police public outreach initiative for the delivery of crime prevention services to the Mississauga community.

**Rogers Cable Television (Police Show):** In April, 1994, the first Police Show aired from the lobby of Peel Regional Police Headquarters. At this time the program was a half-hour monthly show, consisting of three to five video profiles which were introduced by hosts. In January, 1996, the Police Show evolved into a live one-hour monthly phone-in show that is broadcast on the first Wednesday of each month to a potential viewership of almost a million people. The show’s intention is to inform the public about the police, the laws and crime prevention topics. The panel/video/phone-in format provides the public with the opportunity for input and promotes better community relations. Topics have included: travel safety; retail crime prevention; home security; personal safety; stalking and sexual assaults; street proofing and drugs; frauds; impaired driving; and auto theft. Other regular monthly features are the Police News Desk, Police Profiles, Fraud Alert and Peel’s Most Wanted.

**Malton Action Committee:** Peel Regional Police continues this partnership between parents, students and educators in the Malton community. Officers work with this committee to ensure the best possible opportunities for life-long learning. This is in conjunction with the elementary and secondary schools in the Malton community.

### **Crime Prevention Services**

Corporate performance measurements for Crime Prevention Services are currently under review and will be included in future Business Plan updates once they have been identified and collected.

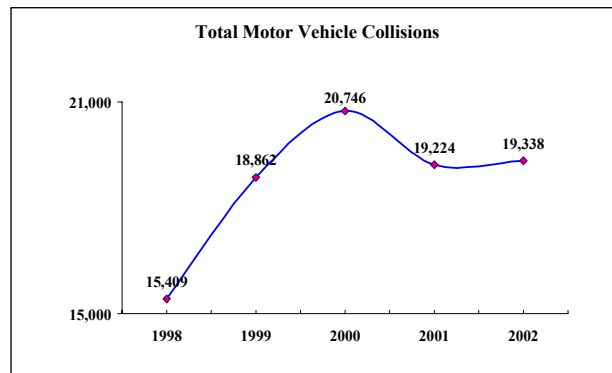
### Airport Division

**Thefts of Rental Vehicles:** A committee has been formed comprised of police and representatives from rental vehicle companies at PIA. The objectives established include identifying crime prevention strategies, decreasing and preventing thefts. Investigators maintain regular contact with committee members to ensure an open exchange of information. Crime Prevention through Environmental Design (CPTED) has been implemented and involves the alteration of physical properties or a layout of an area to ensure the visibility of problem locations to prevent thefts. Officers suggest various security measures, equipment, policies and procedures to improve security issues for the victim companies.

**Proactive Information Bulletins:** On a regular basis, the Airport Division produces crime bulletins to inform officers of current crime trends and suspect information. A civilian crime bulletin has also been created and is circulated to businesses at the Airport. The bulletins are useful in identifying distraction thefts, pickpockets and baggage theft suspects. A weekly Auto Theft Hotsheet has also been created to provide information regarding stolen vehicles.

#### e) **Traffic Management**

The Policing Priority of Traffic Management outlines a commitment to traffic enforcement; public education and traffic engineering. Some of the calls-for-service within this category include impaired driving; motor vehicle collisions and *Highway Traffic Act* violations.



**Peel Overview:** Through the Community Survey Process, local residents have consistently asked that police focus on traffic issues. The graph above outlines the trends for all motor vehicle collisions which include fatal collisions, collisions resulting in personal injury and property damage. During 2000, the highest number of collisions within the past five years was reported at 20,746. Between 1998 and 2002, the number of

collisions increased by 3,929 collisions or +25.0 per cent. 32 collisions resulted in fatal injuries to 35 victims. Alcohol consumption was a contributing factor in 13.0 per cent of the fatal collisions.

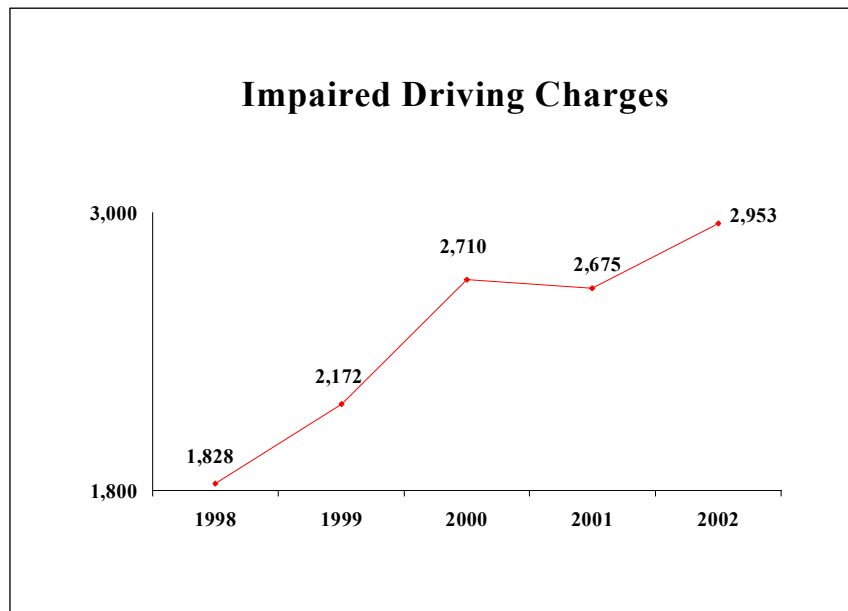
**Traffic Enforcement:** Targeted Traffic Campaigns and Initiatives were developed based upon community expectations and traffic enforcement trends. Examples are:

- Seat Belt Campaigns
- Aggressive Driving Campaigns
- School Zone Safety Campaigns
- Tow Truck Enforcement
- Traffic Light Campaign
- Provincial Offences and Criminal Court Suspended Driver Programs
- Vehicle Inspections and Insurance Checks
- Operation Impact
- GTA joint forces (Operation Target Street and Operation Plate Check)

Other Special Projects include:

- Save Steeles Enforcement
- Glen Erin Drive - Enforcement
- Red Light Project
- Street Racing

In 2002, 1,430 *Highway Traffic Act* cautions were issued - an increase of 911 (+7.0 per cent) compared with the previous year. 85,969 *Highway Traffic Act* charges were laid (6,860 fewer than in 2001). Included within this total are 6,302 seatbelt violations and 3,215 careless driving violations.



**Impaired Driving:** In response to community concerns, substantial enforcement has been directed towards impaired driving and the number of charges (impaired, refuse and excess) has increased by +1,125 (+62.0 per cent) to 2,953 between 1998 and 2002. Within Canada, impaired driving is the leading cause of criminal death. Within Peel, alcohol consumption was a contributing factor in 13.0 per cent of fatal collisions.

**Year Round Reduce Impaired Driving Everywhere (RIDE) Program:** RIDE enforcement activities resulted in 20,313 vehicles being investigated. Consequently, 154 12-hour suspensions were issued; 28 drug charges were laid; 432 *Highway Traffic Act* charges were laid; and 28 impaired driving-related charges were laid.

**2002 Festive Season RIDE Program:** Although fewer vehicles were stopped in 2002 (153,956), impaired driving related charges increased from 176 (2001) to 262 (2002) representing an additional 86 charges (+49.0 per cent). Additionally, 12-hour suspensions increased from 628 (2001) to 697 (2002) representing an additional 69 suspensions (+11.0 per cent). 1,735 *Highway Traffic Act* charges were laid (+257/+17.0 per cent).

**Vehicle Inspection Programs:** Vehicle Inspection Programs were conducted in 2002 resulting in 1,072 vehicles being inspected. Ninety per cent of the vehicles failed inspection.

### **Airport Division**

**Overview:** The long-term reconstruction project at the Airport affects traffic patterns resulting in numerous calls for service relating to traffic management. Since September 11, 2001, activity surrounding PIA has declined. In 2002, there were 958 traffic-related incidents compared with 992 in 2001 representing 34 fewer incidents (-3.0 per cent).

**Impaired Driving:** Aircraft and vehicle movement airside pose serious hazards and the Airport Division has instituted a number of safety initiatives. Periodically, officers conduct RIDE Programs within the airport area. Airport employees are inspected airside and groundside with the co-operation and assistance of Greater Toronto Airports Authority (GTAA) Airway Safety Officers.

**Working Partnership with Greater Toronto Airports Authority:** The Airport Division provides training sessions with the GTAA Airway Safety Officers. Staff from the Airport Division also provides input into the GTAA Traffic Management Committee offering suggestions on the effectiveness of the traffic management system.

### **f) Lawless Public Behaviour**

*Lawless Public Behaviour includes many different offences that detract from a good quality of life within a community. These offences include disturbances; noise complaints; disruptive persons; disputes involving neighbours and labour situations; liquor violations; and offensive weapons.*

### **Street Crime Unit**

The Street Crime Unit develops strategic, targeted initiatives to reduce and eliminate the incidence of lawless public behaviour that detracts from the quality of life of local residents and business persons. Details of the Street Crime Unit's accomplishments are outlined in the "Specialized Unit Accomplishments" section of this report.

### **Field Operations (Divisions)**

**Overview:** Complaints regarding lawless public behaviour are received at the Divisions or Community Stations. Divisional personnel will review the complaint and co-ordinate resources in an effort to resolve the problem. Resources could include Neighbourhood Policing Units, Bike Units, Uniform Patrols or the Street Crime Unit. In order to have a

significant impact on issues of lawless public behaviour, many community partners have collaborated with members of Peel Regional Police to address identified problem situations. Some of these partners have included, but are not limited to:

- Liquor Inspectors
- Management Personnel of Local Malls
- By-Law Enforcement Officials
- Planning Officials
- Local Condominium Corporations
- Local Rate Payers Associations
- Local Homeowners Associations
- Transport Canada Officials
- Air Carrier Employees

**Responsible Alcohol Management (RAM):** This initiative began in response to increased lawless public behaviour that was occurring in and around licensed premises. It was identified that one of the key contributors to this problem was the willingness of these establishments to serve patrons, despite obvious signs of intoxication, as a means to increase nightly profits. Invariably, the consequence of these actions was confrontations and aggressive behaviour occurring both within the establishment and outside after the business had closed. It became quite evident that a significant amount of police resources were being dedicated to responding to this type of behaviour. A number of establishments, determined to be repeat offenders, were targeted. The NPU had identified these businesses as being responsible for a large majority of calls for service and developed a strategy in conjunction with Liquor Inspectors from the Alcohol and Gaming Commission of Ontario to respond to the situation.

The overall result of this targeted enforcement was a 35.0 per cent reduction in calls for service to the identified locations. A significant number of charges were laid relating to liquor violations, drug offences and a variety of other criminal offences. Countless people who were impaired were deterred from driving because of the strong police presence. Numerous fights and assaults were also prevented due to the police presence and strict zero-tolerance enforcement. Numerous licensed establishments were also charged and received licence suspensions as a result of infractions and a number of non-compliant, high-profile establishments were shut down.



Since its inception in 1999, the RAM project has been extremely successful resulting in over 200 liquor charges and numerous criminal and drug charges being laid. In 2002 alone, 30 liquor charges have been laid and seven establishments have had their licence suspended with one establishment having received a permanent revocation of their liquor licence. Two other licensed establishments are also facing hearings to determine the future status of their liquor licence. Project RAM, although successful from a police and enforcement standpoint, also illustrates how our officers are developing relationships with outside agencies to collectively address common problems and bring those problems to a resolution that satisfies the interests of all parties involved.

**Bicycle Patrol Unit:** The resurgence of the Bicycle Patrol Unit has resulted in increased patrols in the neighbourhoods, parks and greenbelts throughout the jurisdiction. This initiative has been widely embraced by the public who continue to notify the local divisions of the problem areas and issues of concern. The Bicycle Patrol Unit has proven its viability with effective public relations, high visibility and proactive community outreach initiatives. Examples of functions attended include: Bike Rodeos; Canada Day Celebrations; Bread and Honey Festivals; sporting tournaments and a variety of cultural parades and festivals.

In addition to public relations activities, they provide substantial levels of enforcement and respond to calls-for-service. In the 2002 summer season, members of the Bicycle Patrol Unit were responsible for laying 353 *Highway Traffic Act* charges; 522 *Liquor Licence Act* (LLA) charges; 1,855 criminal code charges; and 735 drug charges. Bike Unit members also responded to 1,927 incidents.

**Gang-Related Intervention Team (GRIT):** This team gathers and analyzes intelligence information relating to gang-related activities. They conduct directed patrols, monitor repeat offenders, initiate specialized prosecutions and conduct intervention of potential gang activities. Intervention also may include contacting the identified gang member's parents or guardians and meeting with them to attempt to resolve the situation. Gang members on probation are identified and, in collaboration with the Ministry of Public Safety and Security, release conditions are identified. The most common release conditions requested are curfews, non-association conditions and non-attendance conditions.

### **Lawless Public Behaviour Initiative Example:**

Bread and Honey Festival - Joint efforts between 11 Division, the Bread and Honey Committee and the Streetsville Business Association resulted in the beginning of this project. It was initiated to address the lawless public behaviour which may arise during the annual Bread and Honey Festival in Streetsville. A high police presence was deployed to deal with behaviour such as public intoxication, consuming liquor in public, causing disturbances, disturbances and drug offences. Six criminal charges and 12 LLA charges were laid in the two-day period.

### **Airport Division**

**On-Board Disturbances:** On-board disturbances are one of the most threatening types of incidents for airlines. These incidents not only have the potential to threaten the passengers and crewmembers, but can substantially hamper the progression of the flight. In 2001, there were 99 occurrences reported which directly affected the operation of an aircraft and this decreased by 31 to 68 in 2002 (-31.0 per cent).

**Air Rage:** Any acts of violence or disturbances on aircraft are dealt with harshly and charges are laid if evidence is available. A public awareness campaign was initiated and organized by the Airport Division and Canadian Union of Public Employees (CUPE) members to communicate that disruptive and unruly behaviour is unacceptable. Peel Regional Police officers and airline employees distributed brochures regarding air rage and provided answers to questions and concerns. The purpose of this campaign was to increase awareness and prevent crimes from occurring on the aircraft. The Airport Division also plays a major role in a working group with Transport Canada to evaluate the causes of air rage and regularly liaises with major Canadian airports to share progressive information and strategies.

**General Disturbances:** An individual, either intoxicated or being disruptive, can be extremely dangerous to passengers and airport employees. It is quite common for them to become irate, unruly and in some cases, physically abusive. As well, a person boarding an aircraft in an intoxicated state jeopardizes the safety of the entire flight, crew members and passengers. In some cases, flights may be delayed resulting in significant losses to the airlines. In 2002, 475 general disturbances occurred at PIA, which was 118 fewer than in 2001. Additionally, 192 incidents occurred regarding intoxicated persons (six fewer than 2001).

**g) Specialized Units/Program Accomplishments**

**Court Services**

**Video Remands:** Three courtrooms within the Davis Courthouse have been equipped for video remands beginning in the summer of 2001. Video remands commenced on August 7, 2001. The local judiciary has not yet embraced the use of video remands. As a result the use of video has been minimal to date. It was anticipated that the number of video remands would increase as the involved groups (Justices, Justices of the Peace, Crown Counsel, Defense Counsel) became more familiar with the process, however this has not occurred. It appears defense counsel is reluctant to use the video process, preferring to have their clients attend the courthouse. This allows defense counsel to speak with clients at court thereby avoiding the need to travel to detention centres to attend meetings. Incentives to use the video remand system have been promoted including “Access Defence” at Maplehurst Detention Centre. A “Practice Direction” has been issued by a Regional Senior Justice to encourage video remand use.

In 2002, a total of 1,202 video remands were conducted representing an average of 4.8 per day. It was hoped that the video remand process would reduce the volume of prisoners being transported to court; however, the process has not made an impact on transportation requirements.

**Prisoner Contacts:** Between 2001 and 2002, the volume of prisoner contacts by Prisoner Escort Officers increased to 34,446 - an additional +4,017 prisoner contacts (+13.0 per cent).

**Volume and Delay of Court Charges Increasing:**

- Increase in total charges pending processing by 1,954 (9.0 per cent) from 20,973 (2001) to 22,927 (2002)
- Increase in charges backlogged longer than eight months by 781 (8.0 per cent) from 9,226 (2001) to 10,007 (2002)

**Backlog of Trial Dates:** The following “set dates” for trials are being used in the Davis Courthouse for “out of custody” matters as of December 27, 2002:

- Most criminal code charges - nine months
- Impaired driving/over 80 charges - 11 months
- Domestic Charges - four months
- Federal and drug charges - seven months
- *Young Offenders Act* (YOA) (all charges) - four months

Most “in custody” trials, for all offenders, are being set for approximately four-six weeks in the future.

**Impact of Special Assignment Courts:** The Blitz Court program was implemented at the Davis Courthouse in February of 2002. The program was seen as an interim measure to assist with the backlog of cases being experienced in this jurisdiction. The program was designed with a specific time line of six months. The Ministry of Public Safety and Security resourced the Davis Courthouse with three additional Judges to be drawn from the per diem pool and from outside jurisdictions to assist with this program. The Peel Crown Attorney’s Office was also given permission to hire an additional three Assistant Crown Attorneys on a six-month contract which concluded on September 9, 2002. Judicial Resources will be diverted to other jurisdictions to address backlog problems in those areas.

Backlogged cases and new charges are continuing to rise. The extra judicial resources allotted to the Davis Courthouse have had no impact on the number of backlogged and pending charges in this jurisdiction. Blitz Court programs are to be implemented again in March and April of 2003. The resources to be allocated for the program are not yet known.

### **Technological Crimes Unit**

The Technological Crimes Unit has been in operation for two years and consists of three constables and one detective. Prior to its conception, all forensic examinations of computers were out-sourced to the RCMP or the OPP. The OPP and RCMP cases ordinarily received higher priority than those of other agencies. Peel cases of high priority would be completed and returned to Peel investigators, in some cases, as much as six months later. Lower priority investigations have taken more than a year to be completed. The Technological Crimes Unit has been able to sustain an

average turnaround time of under one month for its cases and often for priority cases within one week.

In 2002, the Technological Crimes Unit received 147 occurrences. It is the Technological Crimes Unit's mandate to provide investigative support to all areas of the police agency; it is not surprising that the crime categories investigated cover such a broad spectrum. Today's computing devices are used to facilitate person to person communications, as well as the transfer, storage, and processing of data. The use of e-communications combined with the perception of the sender's self-perceived anonymity will ensure that use of these devices will increase between co-criminals and their victims. The most common types of cases investigated are child pornography, frauds and threats.

The Technological Crimes Unit personnel possess a high level of expertise in a field that holds many unknowns to police investigators and criminal prosecutors. They are sharing their expertise within the service, with other agencies, and community groups to enhance crime prevention, detection, investigation and prosecution. In 2002, 24 days were spent in speaking engagements to 760 persons in attendance.

#### **Technological Crime Case Examples:**

- (i) **Child Pornography** – This was the largest co-ordinated investigation into the online purchase of child pornography. This investigation was conducted co-operatively by agencies from across North America. Two significant seizures and arrests were made in relation to possession of child pornography. One individual was maintaining a scrapbook of newspaper articles relating to sexual assault and missing children investigations. A second culprit was a local coach who utilized a safety deposit box to store his collection of child pornography on diskette.
- (ii) **Missing Person** – A missing person report regarding a possible parental abduction was received and investigators obtained permission from the complainant to have the Technological Crimes Unit examine the home computer for information regarding the abductor's whereabouts. Within four hours, investigators were able to determine the victim was engaged in a long-term online relationship with a male from the U.S.A. Detailed information of this relationship was recovered from the computer including photos of both parties, extensive Internet "chat" histories in which her intentions to leave her marriage were detailed and

driving directions to the U.S. address where the female had fled. As a result, this case was successfully resolved.

### **Street Crime Unit**

In 2002, the Street Crime Unit received 41 POP Projects throughout Brampton and Mississauga. They are located in a wide variety of areas including parks, plazas, townhouse complexes, apartment buildings and licensed premises. Substantial activities resulted from these initiatives including:

- 6,983 vehicles investigated
- 193 *Highway Traffic Act* charges laid
- 11,557 persons investigated
- 2,059 *Liquor Licence Act* charges laid
- 772 drug-related arrests and 1,047 drug-related charges resulting in the seizure of drugs valued at \$754,286
- 444 criminal code charges laid
- 108 weapons seized.

**Problem Oriented Policing (POP) Projects:** Problem Oriented Policing is a problem-solving approach to a group of similar incidents that have created concern within the community. The underlying nature of the problem is identified and strategies are developed to reduce or eliminate the frequency of the problem. As a result, POP Projects are initiated and the issues addressing the causes of the problem are systematically addressed. Straightforward problems are managed by divisions, while the Street Crime Unit focuses on larger, more complex, problems.

### **Case Examples of POP Projects:**

- (i) **Mississauga High School/Local Establishment:** A principal of a secondary school had reports of students returning to school after lunch intoxicated, having consumed alcohol or not returning at all. The source of the problem was identified as a local arcade that generated numerous occurrences including several serious assaults. Information also indicated that a street gang operated from this location. The problem was tackled using a zero tolerance enforcement approach. Nine drug charges were laid, two prohibited weapons were seized & weapons charges laid, numerous liquor licence charges and trespass charges laid. Students from the school were referred to the principal for further disciplinary action. Liquor licence charges were laid against the

owner. Mississauga by-law also assisted with by-law breaches and charges and filed for a court injunction to close the premises. The premises are still open but being closely monitored.

- (ii) **Drug Trafficking:** In January 2002, a Brampton vice-principal contacted the Street Crime Unit regarding a problem in his school that caused discomfort among the student population. The complaint related to three youths dealing drugs on school property. These individuals did not belong to the school and when confronted by staff showed not only no respect for their authority, but also tried to intimidate them. After a month of periodic surveillance and investigation, three youths were arrested. A total of eight drug-related charges were laid, two weapon-related charges and one other Criminal Code charge. Search warrants were executed in two of their homes, seizing additional drugs, scales, debt lists and cash. The school administration was extremely satisfied with the outcome and has not had any recurring problems.
- (iii) **Lawless Public Behaviour:** In May 2002, a complaint was received regarding noise and lawless public behaviour in the parking lot of a local fast food restaurant. The complainants were residents of homes that were adjacent to the parking lot. It was discovered that individuals gathered at the rear of the restaurant to purchase drugs. The supplier was a local resident trafficking drugs through his back fence. Officers observed several drug transactions over a two-night period. A search warrant was executed on the residence and a total of 18 drug-related charges were laid. Seizures included 41 grams of crack cocaine and a nine mm semi-automatic loaded pistol. All parties who purchased drugs were charged with drug offences. Canadian Immigration was contacted; both accused parties will be deported when their sentences have been served.

### **Auxiliary Police**

Auxiliary officers are deployed in a variety of activities including emergency situations, special events, RIDE Programs, patrol escorts, administrative duties and training exercises. Currently, 76 volunteer auxiliary officers are active within Peel Regional Police providing 13,444 hours of volunteer time. This represents an additional 3,203 hours compared with 2001.

### **Morality Bureau**

**Joint Forces Proceeds of Crime Unit:** A Peel Regional Police representative is assigned to the Joint Forces Proceeds of Crime Unit, operated by the RCMP in Newmarket. He has participated in a number of investigations with investigative Bureaus in Peel. This unit has seized \$6.5 million dollars as proceeds of crime in 2002. A portion of this money is made available to police organizations in Ontario for special investigations. Peel has benefited from this pool of money whereby some large investigations have been financially subsidized.

**Child Pornography:** The Morality Bureau continues to have an investigator assigned to investigate child pornography occurrences. This investigator regularly liaises with other child pornography investigators throughout the GTA and internally with the Child Abuse & Sexual Assault Unit, Technological Crimes Unit and the designated officer assigned to the Internet Safety Committee.

One of the challenges with this type of investigation is the fact that with computers and the Internet, access is worldwide. The investigation can originate anywhere in the world and when the culprit is from outside Peel, or in many cases outside the country, we then turn over the investigation to another police agency. In 2002, the Vice Unit received 42 general complaints relating to child pornography resulting in 13 charges.

The most disturbing trend is the increasing number of complaints involving Internet sexual predators. These are people who surf the Internet hoping to make contact with young persons for sexual gratification. Although there is no specific offence in the Canadian Criminal Code, some American states have laws to address this and Peel Regional Police are often involved in assisting them with their investigations.

### **Child Pornography Case Examples:**

- (i) Officers from the Vice Unit along with members of the Technological Crimes Unit attended residences in Peel where a target has been identified as previously accessing a known child pornography website (a multimillion dollar enterprise providing child pornography to various subscribers). This investigation started in Dallas, Texas in 1999 with a number of different agencies including the Federal Bureau of Investigations (FBI), U.S. Customs, U.S. Postal Authorities and numerous police services. Over 100,000 people were identified from the database,



with 2,239 targets originating from Canada. 74 were identified as being from the Region of Peel. Seven targets have been investigated resulting in charges relating to Child Erotica, Child Nudity or Child Pornography. This material is still being located by police three years after the initial investigation commenced. From the seven investigated targets, two were charged with Possession of Child Pornography, one cautioned for Possession, one cleared with no charges and three individuals did not have material to substantiate a charge, however, they did have images that warranted police intervention.

- (ii) Vice investigators arrested and charged one male party with Make, Possess, and Distribute Child Pornography. This accused was duplicating child porn movies and photographs on compact disks and distributing them throughout the U.S.A. and Europe. A search warrant was executed at this person's residence and in excess of 1,500 compact disks were seized.
- (iii) Vice investigators arrested and charged a male party with Make, Possess and Distribute Child Pornography. This accused was duplicating Asian child porn movies on video compact disks and selling them across Canada and the USA. A search warrant was executed at his residence and 200 compact disks were seized.

### **Vice Unit**

**Vice Unit Overview:** Vice Unit activities are outlined below. Enforcement efforts have resulted in a total of 164 charges laid in 2002 including drug charges, *Liquor Licence Act* charges, by-law charges and criminal charges.

**Community Partnerships:** Members of the Morality Vice Unit work closely with both the City of Mississauga and the City of Brampton By-law Enforcement Units. By-laws relating to the adult entertainment industry have been revised and are enforced when warranted.

A representative from the Vice Unit chairs the Integrated Municipal Enforcement Team (IMET) Committee that deals with problem licensed premises and RAVE Concerts. Members of this committee include Fire Department Officials, Ambulance Services Officials, By-Law Enforcement, Alcohol and Gaming Commission of Ontario (AGCO) officials, and Public Health Department Inspectors. Vice Unit officers have utilized IMET to effectively shut down or assist in shutting down several local problem locations.

The Morality Vice Unit also works closely with AGCO to enforce the laws pertaining to liquor licence establishments. A number of licence suspensions and revocations including a 20-day suspension to a local club have been successful. The Vice Unit has also organized and arranged for training of divisional RAM projects that have been in place throughout the Region.

**Adult Entertainment:** The number of non-licensed massage parlours has increased and the Vice Unit has been required to assist city by-law enforcement and respond to public complaints. The competition between these types of businesses has increased and involves a greater array of illicit services being available. Escort services remain available throughout the Region but there are few complaints. Massage parlours offer cheaper rates and are more of a concern to the community.

**Prostitution:** There were 41 prostitution related charges laid in 2002 representing an increase of 105.0 per cent since 2001. These charges are associated with the increase in both street walkers and pimps.

#### **Airport Division: Emergency Response Team (ERT)**

The ERT is trained in the use of specialized weapons and in dealing with hostile events involving aircraft. This part-time unit was established in the spring of 1999. The team meets the provincial criteria of a Containment Team and is mandated to support the Tactical Unit should a major incident occur at PIA. Currently, processes have been implemented to increase the complement to 20 constables and one sergeant.

#### **Police Dog Services**

Currently, this unit has six constables and six German shepherd dogs on staff. In 2002, Police Dog Services responded to 1,169 calls-for-service, conducted 160 building searches, 37 drug searches, 389 tracks and 382 area searches. As a result of these activities, 118 persons were arrested with 24.0 per cent of the arrests occurring on day shift and 76.0 per cent occurring on the night shift.

#### **Tactical & Rescue Unit**

The Tactical and Rescue Unit is comprised of 22 officers. The Unit responded to 1,105 calls-for-service; arrested 183 persons; executed 23 search warrants; and conducted 41 high risk vehicle stops.

### **Marine Unit**

The mandate of the Marine Unit is to reduce the risk to persons and property within the marine environment. The Police Service promotes boating safety by heightening public awareness as well as enforcement of the Criminal Code and related *Canada Shipping Act* regulations. In 2002, the Marine Unit responded to 80 occurrences. They are responsible for laying 303 Provincial Offence charges; 43 *Canada Shipping Act* violations; 144 written cautions; responded to 38 search and rescue incidents; and investigated 617 vessels.

### **Dive Unit**

The Peel Regional Police Dive Unit responded to 11 calls-for-service resulting in the recovery of three deceased persons and four autos. On three occasions, the Dive Unit assisted other agencies.

### **Media Relations**

In 2002, 715 news releases were completed – 383 by Canada News Wire and 332 released verbally to local media agencies. 640 incidents were released and 101 proactive community information bulletins were released.

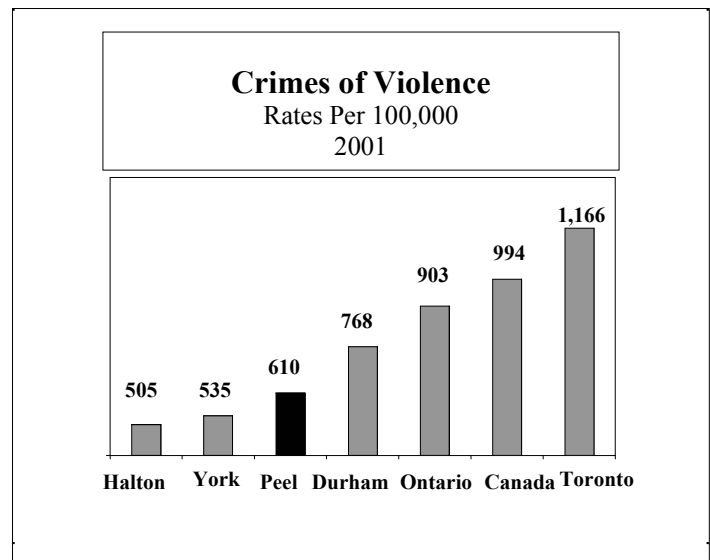
### **Website ([www.peelpolice.on.ca](http://www.peelpolice.on.ca))**

The Peel Regional Police Website is a user-friendly; state-of-the-art means to communicate current information to the public. In 2002, 305,862 visitors browsed the Peel Regional Police Website. On average, 837 visitors access the Website per day. The most popular pages accessed are those relating to employment opportunities, the media, Peel Regional Police contact information and Peel's Most Wanted.

### 3. External Benchmarking

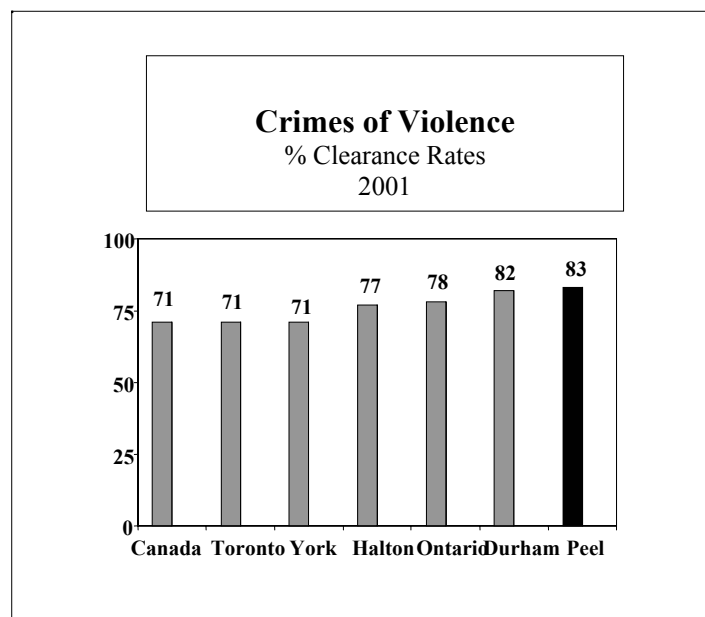
#### a) Crimes of Violence

The per capita rate of crimes of violence in Peel has been consistently lower than both the provincial and national rates.



#### Clearance Rates for 2001

Within a sample group, Peel reports the highest clearance rates at 83.0 per cent. This reflects the deep commitment of the officers of Peel to solving crimes of violence. The national and provincial averages for solving crimes of violence are both lower than Peel's at 71.0 per cent and 78.0 per cent, respectively.

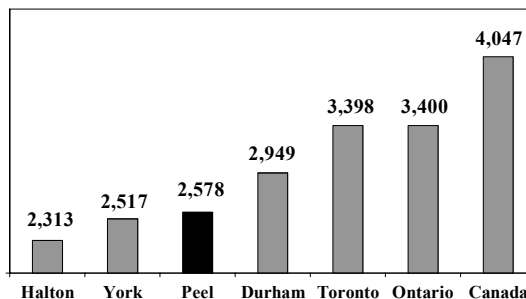


## b) Property Crimes

The per capital rate of property crimes in Peel has been consistently lower than both the provincial and the national rates.

### Property Crime

Rates Per 100,000  
2001

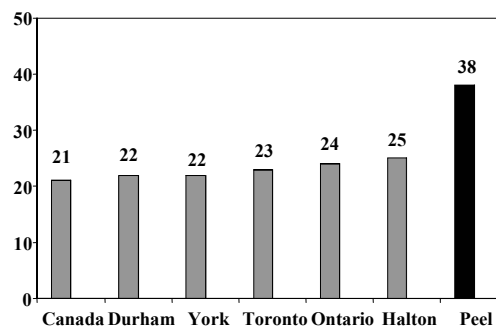


## Clearance Rates for 2001

Within the sample group, Peel's clearance rate was highest at 38.0 per cent. National and provincial clearance rates were substantially lower than Peel's at 21.0 per cent and 24.0 per cent respectively.

### Property Crimes

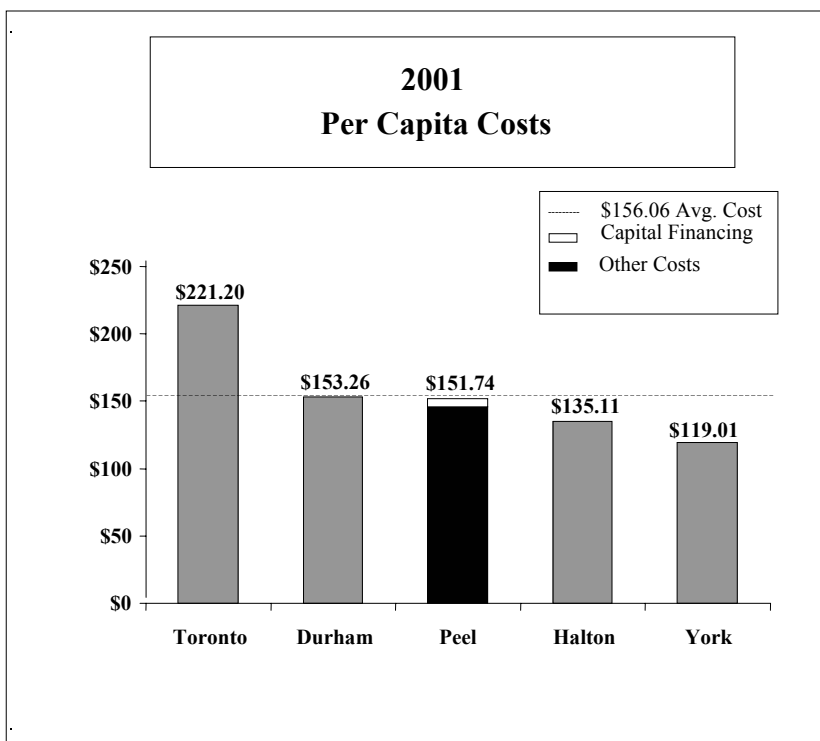
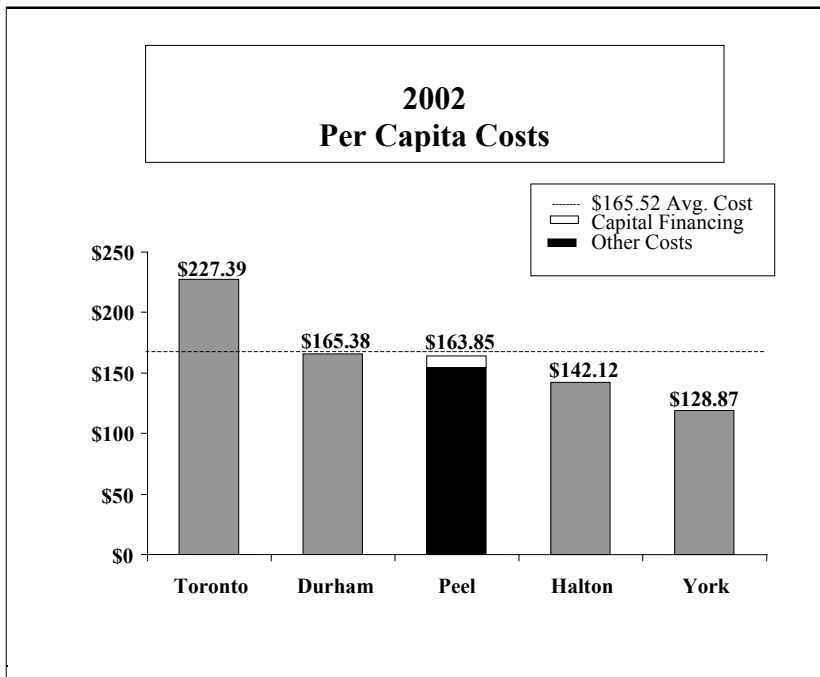
% Clearance Rates  
2001



c) Per Capita Cost Comparisons

The per capita cost of providing policing in Peel is \$163.85 in 2002.

The average per capita cost for policing within the GTA increased from \$156.06 in 2001 to \$165.52 in 2002, representing an increase of \$9.46 per resident.



## C. Current Budget

### 1. Activity Analysis

Budgeted Units of Service	Population	
	2003	Change from 2002
Brampton	345,000	12,000
Mississauga	629,800	7,400
<b>Total Policing Population</b>	<b>974,800</b>	<b>19,400</b>

	Budgeted Total Cost	
	2003	Change from 2002
	\$	\$
<b>Basic Police Services</b>		
Emergency & Call Response	72,840,857	4,080,394
Investigations	37,884,870	2,972,490
Central Traffic Enforcement	6,976,655	590,855
Court Services	7,587,446	669,696
<b>Basic Police Services Total</b>	<b>125,289,828</b>	<b>8,313,435</b>
<b>Community Policing</b>		
Community Partnership & Problem Solving	14,969,809	1,346,459
Community Education	2,373,587	132,127
<b>Community Policing Total</b>	<b>17,343,396</b>	<b>1,478,586</b>
<b>Police Info. &amp; Corporate Services</b>	24,711,170	2,268,574
<b>Airport Division (Recoverable)</b>	11,443,300	1,078,390
<b>VCOM Management (Recoverable)</b>	322,990	25,910
<b>Infrastructure Financing</b>	7,000,310	347,720
<b>Police Services Board</b>	699,362	28,245
<b>Total Status Quo Program Cost</b>	<b>186,810,356</b>	<b>13,540,860</b>

<b>Status Quo Net Cost</b>	<b>168,595,556</b>	<b>12,055,970</b>
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<b>Unmet Needs Net Cost</b>	5,000,000	5,000,000
<b>Total Net Costs</b>	<b>173,595,556</b>	<b>17,055,970</b>

<b>Net Program Cost Per Capita</b>	<b>\$178.08</b>	<b>\$14.23</b>
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## 2. Account Analysis

	<b>2003</b>	<b>Change from 2002</b>
	<b>\$</b>	<b>\$</b>
Salaries and Wages	163,299,457	19,606,664
Goods & Services	18,420,109	1,573,496
Reserve Contributions	10,090,790	-2,639,300
<b>Total Program Cost</b>	<b>191,810,356</b>	<b>18,540,860</b>
Fees, Charges & Other	-2,696,420	-374,410
CPP Grant Revenue	-3,752,090	-6,180
VCOM Group Recovery	-322,990	-25,910
Airport GTAA Recovery	-11,443,300	-1,078,390
<b>Net Program Cost</b>	<b>173,595,556</b>	<b>17,055,970</b>

## 3. Budget Variance Explanation

Unmet Needs Program - 96 additional officers - Funding phased-in over two years. Will require an additional \$5,462,720 in 2004.	\$5,000,000
Wage and Benefit Increase	\$6,842,603
30 Additional Police Officers For Growth (plus 11 support positions)	\$3,187,800
Funding Priority	\$1,422,367
Community Station and capital impact	\$603,200
<b>Net Program Cost Variance</b>	<b>\$17,055,970</b>



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# **ONTARIO PROVINCIAL POLICE (O.P.P.)**

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For D, please refer to the Ontario Provincial Police (O.P.P.) section of the 2003 Capital Budget and 2004–2012 Capital Forecast document.

**A. *Business Plan***

**1. *Mission***

Policing Excellence through our People, our Work and our Relationships

**Strategic Objectives:**

- Our People: Attract, develop, support and retain a professional work force and leadership that reflects O.P.P. Values and Ethics
- Our Work: Provide for safe communities and a secure Ontario through high performance policing
- Our Relationships: Engage and strengthen our relationships and trust with the people we serve, our Justice sector partners and our stakeholders
- Our Infrastructure: Support service delivery through technology, equipment, facilities, business processes, and communications.



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### 3. Program Resources

The O.P.P. recognizes the value gained through co-operative efforts in the effective delivery of service, not only at the local level, but across a multitude of jurisdictions. The O.P.P. leads a number of co-ordinated, joint force initiatives including the Provincial Violent Crimes Linkage Analysis System (ViCLAS), designed to track and identify serial predators, the Provincial Weapons Enforcement Unit, and the O.P.P. Child Pornography Unit. In addition to the Ontario Illegal Gaming Enforcement Unit, and the Provincial Outlaw Motorcycle Gang Enforcement Unit, the O.P.P. co-ordinates a number of projects with our justice partners in responding to the complexity and sophistication of today's organized criminal activities. At the community level, the commitment of our more than 850 O.P.P. auxiliary officers and 120 cadet positions serves to enhance our resources, freeing up more officer time to perform front-line duties.

Staffing complement resources provided from both the provincial detachment devoted to Caledon municipal policing services and the civilian administrative support staff are the full-time equivalent (FTE) of:

	<u>2003</u>	<u>2002</u>	<u>2001</u>	<u>2000</u>
Uniform	59.0	54.0	54.0	54.0
Civilian	12.0	12.0	10.0	10.0

### 4. Business Plan Highlights

#### a) 2003

##### i) Existing Service Level Base

The present policing contract with the O.P.P. was finalized in October 2000. Under the terms of this contract, the agreement ended in November of 2002 with the option to extend the contract providing the Hybrid Policing issue is addressed. The Hybrid Policing Model was approved with the passing of Bill 59 on June 29, 2001 resulting in an extension of the current contract for a further two years.

As part of the 2002 budget process, a Dictaphone civilian data entry system was put into operation. As a result of this initiative, which included the hiring of two staff, officers have been able to spend more time on the road answering calls for service. Even with this new reporting system, it was necessary to request assistance during the summer months from regional headquarters to supplement the number of officers responding to service calls.

**ii) Unmet Needs/Issues/Priorities**

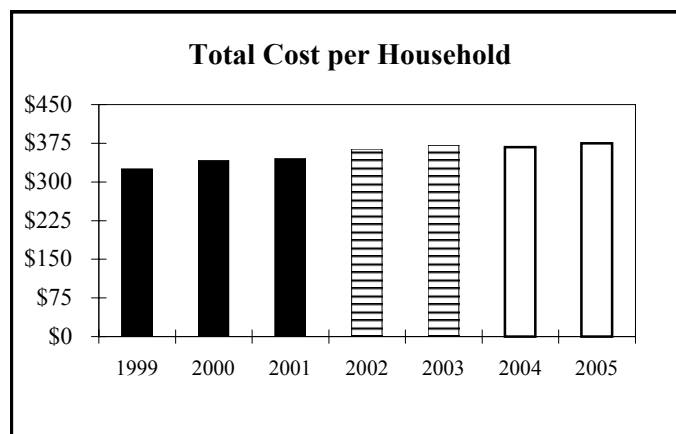
- This budget includes funding for five new constables in 2003. The main driving factors for this staff increase are:
  - increase in the number of occurrences from 2000 to 2001 of 22 per cent
  - 72 additional kilometers of paved municipal roads, with plans to pave more in 2003
  - population in Caledon and neighboring areas has increased approximately 10 per cent from 1999 to 2001
- The Town of Caledon has approved a policing and facility plan in Mayfield West to accommodate a residential population of 15,000. The O.P.P. are currently preparing a 20-year facility plan for Council review. In order to address existing pressures, an additional 2,500 square feet of space has been leased for the Bolton Community Police station.



## B. Corporate Performance Management

### 1. Program Efficiency

The increase in per household costs can be attributed mainly to salary increases.



### 2. Community Impact (not applicable)

### 3. Data

	Actual			Budget		Target	
	1999	2000	2001	2002	2003	2004	2005
<b>Program Efficiency:</b>							
Total cost per household	\$ 325.07	\$ 341.21	\$ 344.98	\$ 363.99	\$ 371.20	\$ 367.14	\$ 374.70
Net cost per household	\$ 323.72	\$ 334.69	\$ 340.34	\$ 355.25	\$ 362.36	\$ 359.23	\$ 366.63
<b>Source Information:</b>							
Total cost (\$ 000's)	\$ 4,811	\$ 5,255	\$ 5,520	\$ 6,042	\$ 6,385	\$ 6,535	\$ 6,895
Net cost (\$ 000's)	\$ 4,791	\$ 5,154	\$ 5,445	\$ 5,897	\$ 6,233	\$ 6,394	\$ 6,746
Caledon household count	14,800	15,400	16,000	16,600	17,200	17,800	18,400

**C. Current Budget**

**1. Activity Analysis**

	Budgeted Total Cost	
	2003	Change from 2002
Policing of Caledon	6,384,616	342,455
Total Program Cost	<u>\$ 6,384,616</u>	<u>\$ 342,455</u>

**3.**

	Budgeted Total Cost/Unit	
	2003	Change from 2002
	371.20	7.21
	<u>\$ 371.20</u>	<u>\$ 7.21</u>

**2. Account Analysis**

	Budgeted Total & Net Cost	
	2003	Change from 2002
O.P.P. Contract Expense	5,478,000	260,859
Capital Financing	368,000	18,000
Corporate Finance	146	(6,074)
Facilities and Support	538,470	69,670
Total Program Cost	6,384,616	342,455
Provincial Grant	152,000	7,000
Net Program Cost	<u>\$ 6,232,616</u>	<u>\$ 335,455</u>

	Budgeted Units of Service	
	2003	Change from 2002
Caledon	17,200	600
Total Households	<u>17,200</u>	<u>600</u>

**4. Budget Variance Explanation**

	Net Program Costs Change from 2002
Salary increases due to officers moving through the ranks and the addition of five new constables near the end of 2003	260,859
Increase in contribution to Facilities Reserve	18,000
Corporate Finance support charges down	(6,074)
Increase in Town of Caledon expenses related to salaries and maintenance costs	69,670
Provincial grant adjustment in order to align Community Policing Partnership grant payment to officer salaries	(7,000)
<b>Net Program Cost Variance</b>	<u><b>\$ 335,455</b></u>

# **CONSERVATION AUTHORITIES**

*CONSERVATION AUTHORITIES  
2003 BUSINESS PLAN*

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For D, please refer to the Conservation Authorities section of the 2003 Capital Budget and 2004–2012 Capital Forecast document.

**A. *Business Plan***

**1. *Mission Statement***

The Region participates in the funding of program spending approved by Conservation Authorities located within Regional boundaries. Three Conservation Authorities are located in Peel - Conservation Halton, Credit Valley Conservation, and the Toronto and Region Conservation Authority. Each has a mandate to protect and manage the renewable natural resources of watersheds in the Region of Peel by acting in the community's interest through advocating and implementing watershed management programs. The individual mission statements follow:

**Conservation Halton**

Conservation Halton is a community-based environmental agency that protects local ecosystems and contributes to the quality of life throughout its area of jurisdiction. The Halton watershed covers most of Burlington, Oakville, Milton and sections of Halton Hills, Mississauga, Hamilton and Puslinch. The organization provides a range of services and programs such as water control and flood warning, natural area protection and stewardship, environmental planning, tree planting and forest management, and a system of parks utilized for education and recreation purposes.

The mission statement of Conservation Halton is: To protect and enhance the natural environment from lake to escarpment for present and future generations.

Conservation Halton's Board of Directors and staff strive for excellence and lead by example through their commitment to the well-being of the environment, to continuous improvement and valuing our stakeholders and to accountability to the public.

The following themes will lead Conservation Halton in its actions and decision-making over the next three to four years:

- To promote and improve the health and safety of the watershed
- To promote and provide sustainable educational and recreational activities
- To provide effective and accountable governance and management

**Credit Valley Conservation**

Our business is water – for an environmentally healthy river and for economically and socially healthy communities.

***C O N S E R V A T I O N   A U T H O R I T I E S***  
***2 0 0 3   B U S I N E S S   P L A N***

The Credit Valley Conservation takes a preventative, proactive approach to watershed management. Where there is uncertainty, risk or irreversibility we are cautious and err on the side of the environment. The decision-making is based on three major principles:

- Prevention; long-term and cumulative
- Understanding the form, function and linkages of the natural resources (data collection analysis and monitoring)
- The ability to forecast future outcomes of current practices

### **Toronto and Region Conservation Authority**

#### **Mission:**

The Toronto and Region Conservation Authority is a partnership organization committed to protecting, restoring and celebrating the natural environment in the Toronto region through the development and application of watershed plans, innovative environmental science and education programs.

#### **Vision:**

Toronto and Region Conservation is a leader in making a Living City Region with healthy rivers and shorelines, biodiversity supported by a network of greenspace and people committed to sustainable living.

#### **Objectives:**

The nine watersheds within Toronto and region are home to over three million people (1/3 of Ontario's population). It is within this jurisdiction that Toronto and Region Conservation Authority's Living City Region vision will deliver watershed protection programs to achieve:

#### **Healthy Rivers and Shorelines**

Safe, clean, vibrant rivers and shorelines within nine watersheds of the region

#### **Regional Biodiversity and Greenspace**

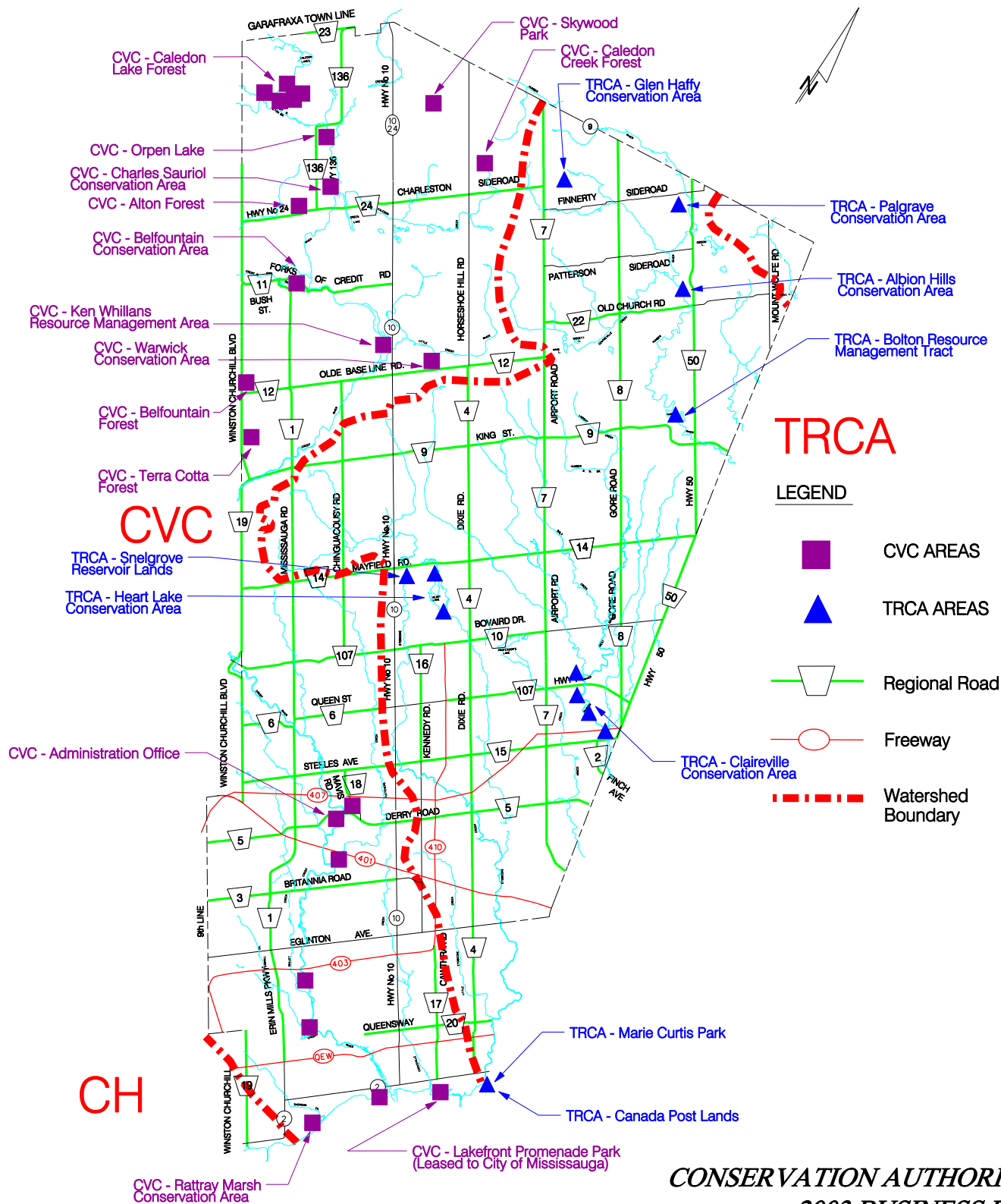
A rich variety of plants and animals that thrive in a network of greenspace

#### **Sustainable Living through Education**

People engaging in environmentally friendly practices.

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## 2. Program Location Map





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### 3. Program Resources

Budgets prepared by the Conservation Authorities are essentially of two types: operating costs relating to all area municipalities within the watershed (e.g. administrative expenses) and those which relate to capital projects benefiting only one area municipality. The former costs are shared by all area municipalities, based on their share of the weighted assessment in the Authority's watershed. These comprise the Conservation Authority General Levy. The latter costs, for capital projects, are passed on entirely to the Region in which the projects are located.

Conservation Authority levies are submitted to the Region in accordance with the *Conservation Authorities Act*, section 26, subsections 3 and 4. The current year and a three year history of the Region of Peel's apportionment share of the Authority watersheds are as follows:

	2003	2002	2001	2000
Conservation Halton	6.88%	6.81%	7.07%	7.07%
Credit Valley Conservation	92.01%	92.00%	92.30%	92.30%
Toronto and Region				
Conservation Authority	10.94%	10.73%	17.77%	17.09%

#### Conservation Halton

The Conservation Halton watershed includes 948 square kilometres of land drained by 17 watercourses and 96 square kilometres of water offshore in Lake Ontario. Conservation Halton owns and manages over 9,000 acres of significant conservation lands. The watershed includes the Niagara Escarpment, the Lake Ontario shoreline, Carolinian forests, creeks, valleys and rich wetlands. In the Halton watershed there are three primary creeks including Sixteen Mile, Bronte, and Grindstone. Fourteen smaller creeks also flow into Lake Ontario. Conservation Halton has made significant achievements in flood control, wetland protection, flood plain management, environmental planning, and preservation of Niagara Escarpment lands and the provision of six active conservation areas for educational and recreational use.

Conservation Halton has been protecting the natural watershed environment for more than 40 years. As an agency established in 1956, under the *Conservation Authorities Act of Ontario*, Conservation Halton forms a partnership with the provincial Ministry of Natural Resources and the watershed municipalities to fund its conservation programs. The municipal partners are the Regional Municipality of Halton, the Regional Municipality of Peel, the City of Hamilton and the Township of Puslinch.

The Conservation Halton Board of Directors is comprised of 17 members, two of which are appointed by the Region of Peel. The Conservation Halton full-time staff complement is 70 positions with seasonal staffing ranging between 80 and over 250 during ski and maple syrup seasons.

### **Credit Valley Conservation**

Credit Valley Conservation is a partnership of the 10 municipalities, two regions and two counties that share the natural resources of the Credit River watershed. Major communities in the watershed are Brampton, Caledon, Mississauga, Erin, Halton Hills and Orangeville.

The Credit River covers an area of 1,000 square kilometres and supports over 1,500 kilometres of tributaries, streams and creeks. The Niagara Escarpment, a world biosphere reserve, crosses the central part of the watershed. The upper watershed contains the western end of the provincially significant Oak Ridges Moraine (ORM). The watershed also contains about nine other moraines equally as significant as the Oak Ridges Moraine.

The Region of Peel comprises approximately 66 per cent of the land area of the watershed and Peel residents form the majority of the population. Credit Valley Conservation owns a total of 2,409 hectares of land, almost all of which is directly related to water quality and quantity protection.

The Board of Directors is comprised of 12 appointed members, seven of which are appointed by the Region of Peel. The Credit Valley Conservation staff complement includes 45 full-time and contract positions and approximately 30 seasonal staff.

### **Toronto and Region Conservation Authority**

The Toronto and Region Conservation Authority has jurisdiction over 3,467 square kilometres (2,506 on land and 961 water based) comprising the nine watersheds that enter Lake Ontario from Etobicoke Creek to the west and Carruthers Creek to the east and approximately 60 kilometres of Lake Ontario waterfront lands. These lands include the City of Toronto, portions of the Regions of Durham, Peel and York, the Township of Adjala-Tosorontio and the Town of Mono.

As of 2002, the Toronto and Region Conservation Authority owned 13,781 hectares of environmental and hazard lands; 3,719 hectares of which are situated in the Region of Peel. In addition to protecting crucial greenspace in the Oak Ridges Moraine and river valleys, these lands provide the backdrop for numerous programs including:

- Seven active conservation areas serving 400,000 visitors annually; four of which are located in Peel
- Many large resource management land tracts; three of which are located in Peel
- Three residential education field centres serving 30,000 students; one of which is located in Peel
- The Kortright Centre for Conservation, Canada's largest public environmental educational facility serving 140,000 visitors annually
- The Black Creek Pioneer Village, an important cultural heritage attraction serving 180,000 visitors annually.

In pursuit of the objective of healthy rivers/shorelines and regional biodiversity/greenspace, the Toronto and Region Conservation Authority delivers the following products and services:

- Maintains a science-based resource information and analysis gathering process under guiding urban planning and restoration decision-making by our municipal partners and ourselves
- Provides the leadership and co-ordination of watershed-wide planning and regeneration processes through our award-winning community based watershed strategies
- Maintains a regional environmental evaluation system to gauge baseline conditions and monitor progress on environmental parameters affected by rapid urbanization of the Greater Toronto Area (GTA)
- Protects public safety by operating a flood warning, forecasting and emergency response system
- Acquires and manages environmentally significant land holdings. Contributes to the prevention of further environmental degradation, threats to public safety from flooding and erosion through land use planning services and regulation administration. Provides and maintains flood control structures, erosion works and habitat restoration works.
- Provides high level care of Toronto and Region Conservation Authority lands as well as training and services to other individuals and organizations
- Operates a native plant species nursery and provides reforestation services.

In pursuit of the objective of Education for Sustainable Living, the Toronto and Region Conservation Authority delivers the following programs:

- Residential environmental education programs at the conservation field centres
- Day-use environmental education at the award-winning Kortright Centre; the largest such facility in the country
- Numerous smaller scale community outreach volunteer programs such as yellow fish signs on storm sewers showing children how storm drains are linked to a body of water.

The Toronto and Region Conservation Authority staff complement includes approximately 220 full-time equivalent (FTE) positions and 175 seasonal FTE positions.

#### **4. Business Plan Highlights**

##### **a) 2003**

##### **i) Existing Service Level Base**

Provincial funding grants to conservation authorities have been drastically reduced in recent years resulting in reduced service levels and increased reliance on municipal funding commitments. The Region of Peel funding support to conservation authorities for general levy funded programs will increase by 13.1 per cent in 2003.

##### **Conservation Halton**

As a result of significant growth and development pressures, Conservation Halton is committed to promoting a balanced approach to development, land use and protection of water sources. The increase in Conservation Halton's budget is reflective of the cost of maintaining services in an ever-increasing inflationary and demanding environment. More important, however, are some of the new initiatives, which include Unmet Needs/Issues/Priorities:

- Preparation, implementation and monitoring of a Watershed Greenlands Strategy that will examine land acquisition, enhanced stewardship programs and conservation easements.
- Enhance and implement programs that manage surface water and protect wetlands, flood plains, valley lands and forests, programs that protect groundwater and programs that ensure

- the integrity of our flood control structures and flood warning systems.
- Enhance the communications program that promotes watershed health and safety.
- Develop enhanced human resources and information technology management programs.
- Implement the Bronte and Grindstone Creek Watershed Plans and the review of the Sixteen Mile Creek Watershed Plan. The objective of these plans is to provide for healthy creeks through measures such as erosion rehabilitation and riparian buffers.
- Re-examine educational opportunities and develop programs that contribute to the protection of Conservation Halton parks including the evaluation of recreational activities to minimize negative environmental impact and the completion and implementation of conservation area master plans.
- Capital programs to be completed include legislated dam safety reviews and implementation of generic regulations, and major maintenance on several channels.

### **Credit Valley Conservation**

The Credit Valley Conservation 2003 budget includes the following new initiatives:

- Credit Valley Conservation has 20 subwatersheds. Studies have now been initiated in most of the Credit River subwatersheds.
- Initiating the Terra Cotta/Silver Creek Management Plan in 2003 which will establish a long-term plan for protection and sustainable public use of these lands. Funding for this initiative is expected from the Region of Halton.
- In 2002 the Credit Valley Conservation Foundation completed an ambitious strategic plan and will embark on a multi-faceted fundraising campaign in 2003. The Foundation focuses its activities on acquisition of conservation lands; development of trails and access points; and restoration of natural and human-influenced areas, and fish habitat.
- Ongoing projects include Flood Line Mapping, Regulation Line Mapping, Natural Heritage Mapping, Terrestrial Monitoring, Water Monitoring Program, Subwatershed Restoration Program, Water Quality Strategy, Water Budget (Availability Study), Water Management Strategy Update, Subwatershed Studies, Servicing and Settlement Master Plans,

Belfountain Head Pond Study, Belfountain Stone Work Restoration, and Conservation Areas capital development activities.

### **Toronto and Region Conservation Authority**

The Toronto and Region Conservation Authority 2003 budget has incorporated financial allocations to achieve the following service level objectives:

**Operating budget: flat-lined service level** – The 2003 submission maintains 2002 service levels which should generally be adequate to meet client needs and expectations in the following areas: watershed strategies, development services, regulation administration, flood warning and forecasting, resource science, education, public use and recreation.

Notwithstanding that service levels are similar; there are still cost pressures that must be addressed. The 2003 plan provides for the annualization of a 2 per cent wage increase that came into effect April, 2002, increased benefit costs for Ontario Municipal Employees Retirement System (OMERS), medical plans, and general cost increases such as fuel and electricity. In addition, it is hoped that it will be possible to provide a small wage increase in 2003 in order that the Toronto and Region Conservation Authority does not fall further behind in regards to parity with adjacent municipal partners and going rates in the overall job market.

### **ii) Unmet Needs/Issues/Priorities**

#### **Conservation Halton**

Conservation Halton's operational needs will increase significantly in 2003 as previously indicated in the 10-year operating budget forecast. In addition to operating expenditure pressures, Conservation Halton has a number of unmet capital project requirements. Much of Conservation Halton's infrastructure will be in need of major maintenance and repairs over the next 10 years. A number of initiatives, such as the implementation of watershed plans, cannot be completed without funding. It is critical to water source protection that these watershed plans are implemented.

Some of the operating and capital initiatives and priorities are:

- Complete the final year implementation of four-year job evaluation salary adjustments required to maintain an integral pay equity position and pay-for-performance salary adjustments. The estimated impact of the job evaluation process and the pay-for-performance plan on the 2003 budget is approximately \$93,000.
- Additional staffing required to address human and Information Technology resources management, and watershed communications.
- Enhancements to capital infrastructure required due to aging facilities, including legislated dam safety reviews and major maintenance to several channels.
- Included in the development and implementation of the Watershed Greenlands strategy will be measurements and insurances of an adequate water supply to support livable communities and businesses.

### **Credit Valley Conservation**

The Credit Valley Conservation priority is the protection of source water quality and quantity in the watershed. Increasing population in the watershed also increases demands for water on the natural system. In order to ensure current levels of good quality surface and groundwater for residents in the watershed, increased resources are required.

A component of subwatershed studies is the identification of restoration and rehabilitation needs. As subwatershed studies are completed, increased resources will be required to implement the resulting activities.

Land management is important to the protection of water. In 1996, funding for Credit Valley Conservation land management was drastically cut in order to adequately resource our water program. In 2002 land management efforts were increased with additional funding from member municipalities. However, there are still unmet needs that must be addressed to ensure Credit Valley Conservation lands are adequately protected and maintained. As the Greenlands Acquisition Strategy is completed, lands will be identified for protection. Funding will be required in the future to secure and maintain these lands.



## **Toronto and Region Conservation Authority**

The rapid rate of urbanization in the GTA continues to increase the demand for virtually all Toronto and Region Conservation Authority services. The objectives of the Living City Vision to foster healthy rivers and shorelines, regional biodiversity and greenspace, and to promote sustainable living through education are more urgent than ever as the population of the GTA grows dramatically. The Toronto and Region Conservation Authority challenge is to allocate the available resources strategically such that the most urgent needs are addressed sooner. In addition, staff retention remains an issue due to the difficulty in keeping pace with remuneration levels within the provincial and municipal sectors.

**Infrastructure:** While the base provides some level of support, much of Toronto and Region Conservation Authority's infrastructure was built decades ago and is in serious need of replacement and/or retrofitting. This includes the head office, the Kortright Centre, the conservation education field centres, the conservation areas, Black Creek Pioneer Village, and various other structures.

**Greenspace Land Acquisition:** as noted in section 4. a) Existing Service Level Base, the Toronto and Region Conservation Authority continues to highlight the need to establish a funding mechanism to secure strategic lands as they become available. Funding is not being requested for 2003 in recognition of Peel Region Council establishing a committee to review land securement in the Region.

**Regional Water Management:** as noted in section 4. a) Existing Service Level Base, considerable progress has been made on addressing the gaps in terms of ground water science and monitoring. The issues of source protection are now in the planning phase and implementation is on the horizon. It is vital to ensure that efforts proceed at a reasonable pace.

### **iii) Strategic Directives**

Over the last number of years, the Region has undertaken initiatives to allocate costs related to Conservation Authorities in an appropriate manner. In recent years, significant portions of the Conservation Capital Program related to water quality have been transferred to the Utility Rate Supported Budget.

In concert with initiatives emanating from the Ontario Municipal CAO's Benchmarking Initiative (OMBI) and provincial legislation, \$1.4 million of the tax supported Conservation Authority Program will be transferred to the Utility Rate Supported budget in 2003. During the year, Regional and conservation authority staff will review the extent to which this program should be recovered from utility rates in subsequent budget years.

### **Conservation Halton**

Conservation Halton developed strategic directives as part of its strategic planning process undertaken during the last couple of years. The following strategic directions will aid in achieving the three goals previously identified as priorities for the organization:

#### To promote and improve the health and safety of the watershed

- Formalize a Watershed Greenlands Strategy
- Expand the watershed management program that values life, property and natural systems. Workplans include the enhancement and implementation of programs that manage and protect surface and ground water sources, and ensure the integrity of flood control structures and flood warning systems.
- Enhance the communications program that promotes watershed health and safety. This will be accomplished by continuing to seek input from watershed stakeholders and preparation of fact sheets.

#### To promote and provide sustainable educational and recreational activities

- Continue to provide educational experiences that complement our mission statement. Workplans include the development of programs that contribute to the protection of parks and minimize environmental impacts.
- Continue to provide environmentally and financially sustainable recreation programs. Workplans include the completion of park master plans and evaluation of park business plans.

#### To provide effective and accountable governance and management

- Maintain effective and accountable governance by the Board of Directors
- Continue to provide excellence in human resource management

- Enhance financial stability
- Continue to support the development of a successful foundation.

### **Credit Valley Conservation**

Credit Valley Conservation's strategic plan includes the following corporate goals:

- To take a long-term view to ensure an environmentally healthy Credit River for future generations
- To maintain a watershed scale perspective and consider the implications of Credit Valley Conservation actions, and the actions of others on the watershed as a whole
- To recognize that sustainable communities require a balance between the environment and the economy and equity amongst communities in the watershed. Work to achieve consensus between competing interests, values and demands.
- To take a preventative, proactive approach to watershed management. Where there is uncertainty, risk or irreversibility we are cautious and err on the side of the environment.
- To make decisions and take action based on our knowledge, skills and experience. We work to continuously improve our understanding of the watershed.
- To implement watershed management by providing services to many clients. Our success in achieving this goal depends on the quality of services we provide. We will meet the needs and expectations of our clients.
- To recognize that responsibility for the well-being of the watershed is shared by everyone. Our goal can only be achieved through successful partnerships with agencies, groups and individuals that share our commitment.
- To pursue reasonable, practical approaches to complex problems. We foster innovation and creativity in our staff, our partners and our clients. We believe in continuous learning and are always seeking out innovative approaches to cost-effective watershed management.

### **Toronto and Region Conservation Authority**

**Infrastructure** - Much of the Toronto and Region Conservation Authority infrastructure was built decades ago and is in serious need of replacement and/or retrofitting. The long-term goal is to bring it back to a reasonable level of repair and keep it there. Additional

facilities are being contemplated where the need exists and where revenue opportunities justify the investment.

**Natural Heritage Restoration Project** - The long-term goal is to address the negative impacts on land and water habitats as a result of intense urbanization in the GTA.

**Water Quality, Quantity and Management Projects** - The long-term goal is to address the negative impacts on surface and groundwater quality resulting from intense urbanization in the GTA. A project report has been prepared by the Toronto and Region Conservation Authority and submitted to the Region's Public Works department.

**Greenspace Land Acquisition** - The long-term goal is the protection of environmentally sensitive lands by bringing important parcels into public ownership.

## **5. Performance Targets**

### **a) 2002**

#### **Conservation Halton**

Workplans completed during the year as part of the current strategic plan include:

- Completion and communication of the Bronte Creek Watershed Plan
- Agreement developed with Dufferin Aggregates for the rehabilitation of quarry lands to be managed through a trust by Conservation Halton
- Commencement of legislated dam safety reviews for several water control structures
- Development of the goals, objectives, methods and timetable for the Watershed Greenlands Strategy
- Promotion of the Conservation Halton position on "Smart Growth"
- Enhanced stewardship program, which is operated in partnership with the Hamilton Region Conservation Authority
- Completion of master plans for two parks and operational review undertaken of a park subject to significant growth in terms of visitors and staffing.

### **Credit Valley Conservation**

- Credit Valley Conservation is on the Conservation Ontario Subcommittee developing performance measures for all conservation authorities.
- Initiated Water Management Strategy Update, Terrestrial Monitoring, Natural Heritage Mapping, Subwatershed 13 Study, Subwatershed 11 Study and Conservation Area capital development projects.
- Continued with the Water Monitoring Program, Water Quality Strategy, Flood Line Mapping, Regulation Line Mapping, Water Budget (availability study), Subwatershed Studies, Servicing and Settlement Master Plans, Subwatershed Restoration, Belfountain Stone Work Restoration, Belfountain Head Pond Study and Greenlands Acquisition Strategy.

### **Toronto and Region Conservation Authority**

Since watershed health is its core mandate, the Toronto and Region Conservation Authority has embarked on a process called "Watershed Report Cards" to assess the progress of restoring the environmental health of our watersheds. The Report Cards monitor and report on 18 key indicators of watershed health. Data is derived from a variety of sources depending on the type of indicator. For example, community groups have been enlisted to count frog populations in the river. Analyses of data collection provide extremely useful information relating to ecosystem health. Using the Don River Report Card as an example, the status of the indicators is as follows:

#### **STATUS:**

##### **Making Progress:**

- 1) Urban stormwater management
- 2) Wetland regeneration
- 3) Municipal watershed stewardship practices
- 4) Public awareness
- 5) Responsible uses and enjoyment
- 6) Protected natural areas
- 7) Regeneration activities

**Breaking Even:**

- 8) Water Quality of Aquatic Habitats
- 9) Riparian Habitats
- 10) Business and Institutional stewardship
- 11) Personal stewardship

**Losing Ground:**

- 12) Water Flow Patterns
- 13) Water Quality - Human Use
- 14) Woodlands
- 15) Fish

**Insufficient Data:**

- 16) Meadows
- 17) Frogs
- 18) Education

Some operating volume levels are indicated below:

- All nine watershed strategies are either completed or well underway except for the Highland and Petticoat Creeks which are just starting up
- 1,500 planning and permit applications are processed annually
- 365 days of flood warning and forecasting services are provided annually
- 180 water control structures are maintained
- Base resource science capacity: maintenance of GTA-wide Geographical Information System for use by teams of biologists, ecologists, planners and stormwater engineers.
- 75-100 regeneration projects annually
- 364 days of operation with 140,000 visitors annually to the education program at the Kortright Centre, and 24,000 to residential facilities
- 180,000 visitors annually to Black Creek Pioneer Village
- 1,903 days of Conservation Area operations with 450,000 visitors annually

**2002 Water Project accomplishments** - With the increased funding provided by the Region, work has dramatically increased on a variety of hydrology, hydrogeology, terrestrial natural heritage, monitoring, and restoration initiatives. Some additional initiatives follow:

**Resource Information and Analysis** - Continue update of regional floodplain mapping information for a comprehensive picture of valley and headwater lands. Deliver year three of Regional Groundwater Strategy development and year two of Natural Heritage Monitoring System implementation.

**Regional Environmental Evaluation System** – Build the next phase of the regional river and shoreline monitoring system

**Native Plant Production** - Year one of a five-year plan to expand annual production from 100,000 to 150,000 units

**Reforestation** - Year three of a five-year plan to plant one million trees and reforest 1,000 acres

**Residential Environmental Education** - Continue curriculum modifications and refine program offerings in light of evolving school board requirements

**Kortright Centre** - Year two of transition to Centre for Sustainable Living with enhanced programming and facilities intended to increase usage from 140,000 to 250,000 visitors annually

**Living City Vision** - Use Web site more effectively to engage and inform the public on issues and programs related to the Living City Vision

**Conservation Areas** - Programming to add more environmental emphasis on recreation opportunities

**Black Creek Pioneer Village** - Year three of program to revitalize infrastructure and increase attendance.

**b) 2003**

**Conservation Halton**

Performance targets will be based on completion in accordance with implementation plans, established timetables, program targets and business plans developed during the current strategic planning process. Performance targets include the following:

- Develop and implement a Watershed Greenlands Strategy

- Expand the watershed management program that values life, property and natural systems
- Enhance the communications program that promotes watershed health and safety
- Continue to provide educational experiences that complement the Conservation Halton mission statement
- Continue to provide environmentally and financially sustainable recreation programs
- Maintain effective and accountable governance by the Board of Directors
- Continue to provide for excellence in human resource management.

### **Credit Valley Conservation**

**Water Quality Strategy** – This is an ongoing project with completion of a water quality strategy in 2004, following which the program will focus on evaluating watershed conditions based on the identified water quality parameters of concern.

**Water Monitoring Program** – This is an ongoing program to measure change over time and to report on watershed health

**Water Budget** – Expected completion in 2003. The purpose of this project is to characterize surface and ground water resources of the watershed. Following this work, ongoing updates to address issues around water allocation, permits to take water and future demands due to continued growth in the watershed will be addressed.

**Water Management Strategy Update** – This project will begin in 2002 with expected completion in 2003/2004. The 1992 strategy will be updated to establish implementation priorities for future years.

**Greenlands Acquisition Strategy** – Expected completion in early 2003. This will identify lands most in need of environmental protection in the watershed and target them for acquisition.

**Stewardship Strategy** – Reviews and reports annually on the status of stewardship and restoration services and sets out the strategic direction for the future of the program.



**Subwatershed Restoration** – An ongoing program that ties into the stewardship strategy and the recommendations of subwatershed studies.

**Natural Heritage Strategy** – Further identification and protection of natural features, functions and linkages comprising the watershed ecosystem. The second draft is being compiled.

**Flood Line Mapping** – An ongoing program that will continue to update old mapping.

**Regulation Line Mapping** – An ongoing project with expected completion in 2003/2004. This project addresses mapping regulatory areas in support of amendments to Section 28 of *The Conservation Authorities Act*.

**Natural Heritage Mapping** – An ongoing project to identify natural heritage features in the watershed. The resulting information is critical for municipal land use planning, stewardship and greenland acquisition.

**Subwatershed Projects** – Subwatershed 11 is expected to be completed in 2003. Subwatershed 13 began in 2002 with expected completion in 2003. Subwatershed 17 will be initiated in 2003.

**Belfountain Head Pond Study and Stonework Restoration** – It is expected the Head Pond Study will be completed in 2003. This ties into the stonework restoration since both projects must occur simultaneously. The study will result in recommendations that are expected to be implemented in 2003.

**Conservation Areas Capital Development** – This is an ongoing initiative to protect conservation lands and includes activities such as interpretive signs, fencing, road repairs, pathway maintenance, and hazard tree removal.

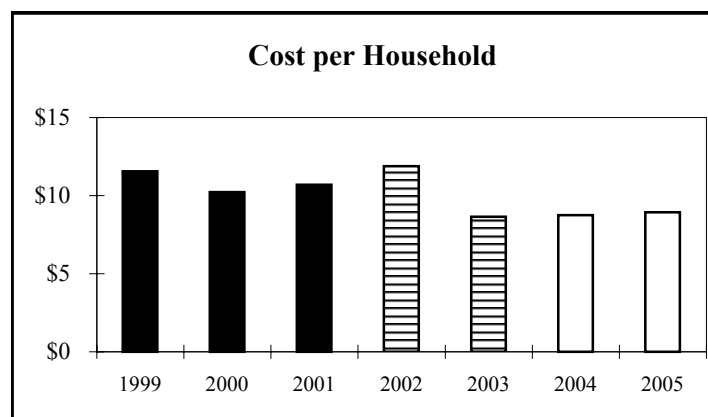
#### **Toronto and Region Conservation Authority**

In general, it can be said that operating service levels are budgeted at 2002 levels and project service levels, mostly linked to water protection initiatives, are projected to increase to the extent that extra funding is available.

## B. Corporate Performance Measurement

### 1. Program Efficiency

Historical fluctuations are influenced by capital spending financed by conservation levies and capital financing reserves. Such capital spending is volatile according to sporadic approvals from funding partners. The decrease in 2003 reflects the recognition of reallocation of overhead to the utility rate supported program.



### 2. Community Impact (not applicable)

### 3. Data

#### Program Efficiency:

Cost per household

Actual			Budget		Target	
1999	2000	2001	2002	2003	2004	2005
\$ 11.56	\$ 10.22	\$ 10.70	\$ 11.89	\$ 8.66	\$ 8.76	\$ 8.94

#### Source Information:

Total cost (\$ 000's)

Peel households

\$ 3,372	\$ 3,065	\$ 3,295	\$ 3,751	\$ 2,797	\$ 2,896	\$ 3,025
291,600	299,800	308,000	315,600	323,200	330,800	338,400

**C. Current Budget**

**1. Activity Analysis**

	<u>Budgeted Total &amp; Net Cost</u>	
	2003	Change from 2002
<b>General Levy Operating</b>		
Conservation Halton	190,741	47,761
Credit Valley Conservation	2,501,410	307,368
Toronto and Region		
Conservation Authority	1,007,308	72,794
Overhead Allocation	(1,400,000)	(1,406,140)
Capital Financing	498,000	24,177
<b>Total &amp; Net Program Cost</b>	<b>\$ 2,797,459</b>	<b>\$ (954,040)</b>

**3.**

	<u>Budgeted Total Cost/Unit</u>	
	2003	Change from 2002
	0.59	0.14
	7.74	0.79
	3.12	0.16
	(4.33)	(4.35)
	1.54	0.04
	<b>\$ 8.66</b>	<b>\$ (3.22)</b>

Budgeted Units of Service

	2003	Change from 2002
Brampton	104,600	3,800
Caledon	17,200	600
Mississauga	201,400	3,200
<b>Total Households</b>	<b>323,200</b>	<b>7,600</b>

**2. Account Analysis (not applicable)**

**4. Budget Variance Explanation**

Net Program Costs  
Change from  
2002

**Conservation Halton**

Final year of four-year job evaluation plan. Additional staff resources to address human and IT resource management

47,761

**Credit Valley Conservation**

Final year of four-year job evaluation plan and cost of living increase. Operating expense increases that have not been addressed in the past.

307,368

**Toronto and Region Conservation Authority**

Annualization of a two per cent wage increase and fringe benefit cost

72,794

**OTHER**

Recovery from utility rate supported programs related to servicing of Water and Wastewater interests  
Increase in Capital Financing

(1,406,140)

24,177

**Net Program Cost Variance**

**\$ (954,040)**

# **ASSESSMENT SERVICES**

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**A. *Business Plan***

**Municipal Property Assessment Corporation (MPAC)**

**1. Mission Statement**

To deliver timely, cost-effective, objective and accurate property valuations and related information to property owners, municipalities and the Province of Ontario.

**2. Program Resources**

MPAC is Ontario's property assessment organization. It came into being on December 31, 1998, when the Government of Ontario transferred responsibility for assessing property to the Ontario Property Assessment Corporation (OPAC). Effective with the 2001 provincial budget (Bill 45) the name of the corporation was changed to the Municipal Property Assessment Corporation (MPAC). MPAC administers a uniform, province-wide property assessment system based on current value assessment. It provides municipalities with a range of assessment services, including the preparation of an annual assessment roll for use by municipalities in calculating property taxes. MPAC is responsible for assessing all properties in Ontario. Its authority comes from two Statutes passed by the Ontario Legislature: the *Assessment Act*, and the *Municipal Property Assessment Corporation Act*. Every municipality in Ontario is a member of MPAC, which is governed by a Board of Directors. The Board of Directors is appointed by the Minister of Finance and is composed of the following individuals:

- eight members who are elected officials or officers or employees of a municipality
- five members who represent the interests of property taxpayers
- two members who represent the interests of the province

MPAC does not set assessment policy, which is done by the Ontario Ministry of Finance, but it does administer these policies. Its main responsibility is to set an assessed value, or Current Value Assessment (CVA), for each of the (over four million) properties in Ontario, and to provide these values to municipalities on assessment rolls. The municipalities use these values to calculate property taxes.

MPAC allocates its costs according to a formula consisting of two components based on a municipality's percentage share of (a) assessment values and (b) number of properties in Ontario. Both components represent 50 per cent each of a municipality's total percentage share.

The increase in the 2003 budget of \$431,550 or four per cent is attributed to the expectation that the Region of Peel will experience a higher rate of growth than the provincial average, thereby resulting in a higher allocation of MPAC costs to Peel.

### **3. Business Plan Highlights**

#### **a) Existing Service Level Base**

The MPAC 2003 business plan, including service levels, was not presented to the MPAC Board at the time the business plan for the Region of Peel was approved. The MPAC Board approved the 2003 estimate in December 2002.

The preliminary 2002-2003 work plan of MPAC for the Regions of Peel and Halton is presented below (the workload is split two-thirds in Peel and one-third in Halton). MPAC has been undergoing reorganization and restructuring in terms of its service delivery. Some of the services listed below are performed on behalf of the local MPAC office by the central office or other locations.

<b><u>Reassessment</u></b>	<b><u>Quantity</u></b>
1. 2001 Reassessment values (property portions)	420,000
2. Reassessment inquiries	37,000
3. Sales investigations	27,000
4. Inspections - in addition to those completed for other functions	1,000
5. Income and expense collection	8,500

<b><u>Maintenance</u></b>	<b><u>Quantity</u></b>
1. New construction and year-end updates	23,000
2. Assessment appeals disposed - Ontario Fair Assessment System (OFAS) and pre-OFAS	20,000
3. Requests for reconsideration	30,000
4. Tax adjustments	2,000
5. Severances/consolidations	14,000
6. General inquiries	30,000
7. Written requests for information	1,000
8. School support applications	20,000
9. Sales affidavits	60,000
10. Vacancy applications	1,000

**b) Strategic Directives**

A reassessment will be implemented in 2003. This is the third reassessment since the provincial government instituted Current Value Assessment (CVA) across Ontario in 1998. The returned assessment roll, upon which 2003 property taxes will be based, contains assessments based on June 30, 2001 CVAs.

In the last reassessment in 2001, the Region of Peel experienced assessment growth that was above the provincial average and as a result, Peel attracted a larger share of MPAC costs. It is anticipated that the Region of Peel will experience similar results in 2003.

**Tax Policy**

**4. Business Plan Highlights**

**a) Regional/Area Municipal Tax Policy Priorities**

The Region of Peel undertakes a number of activities, in co-operation with the area municipalities, to help ensure the completion of the annual tax cycle. These activities include:

- Implementing new regulations set out by the provincial government
- Continuing ongoing consultations with area municipalities on tax policies
- Setting tax decrease phase-in percentages (clawback factors)
- Continuing to provide rebates to charities
- Continuing to provide tax deferrals to low-income senior and disabled taxpayers.

**b) Strategic Directives**

Staff will evaluate the impact of reassessment that will take effect in 2003. Commencing in 2004, there will be a reassessment in each and every year based on the prior year's CVA. A three-year rolling average of CVA values is expected to commence in 2006.



**B. Current Budget**

1. Activity Analysis	Budgeted Total Cost		3.	Budgeted Total Cost/Unit	
	2003	Change from 2002		2003	Change from 2002
Assessment Services	11,211,850	431,550		34.69	0.53
Total Program Cost	<u>\$ 11,211,850</u>	<u>\$ 431,550</u>		<u>\$ 34.69</u>	<u>\$ 0.53</u>

2. Account Analysis	Budgeted Total & Net Cost			Budgeted Units of Service	
	2003	Change from 2002		2003	Change from 2002
Goods & Services	11,211,850	431,550	Brampton	104,600	3,800
Capital Financing	-	-	Caledon	17,200	600
Total & Net Program Cost	<u>\$ 11,211,850</u>	<u>\$ 431,550</u>	Mississauga	201,400	3,200
			Total Households	<u>323,200</u>	<u>7,600</u>

**4. Budget Variance Explanation**

Net Program Costs
Change from 2002

Costs are expected to increase due to the allocation formula used to distribute MPAC costs across all Ontario municipalities. The formula allocates MPAC costs based on assessment value and the number of properties in each municipality as a percent of the provincial totals. Growth in the Region of Peel is expected to be higher than the provincial average thereby resulting in a higher allocation of MPAC costs to Peel.

431,550

**Net Program Cost Variance**

\$ 431,550

**ASSESSMENT SERVICES  
2003 BUSINESS PLAN**

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# GO TRANSIT

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### B. *Corporate Performance Measurement* (not applicable)

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For D, please refer to the GO Transit section of the 2003 Capital Budget and 2004–2012 Capital Forecast document.

**A. *Business Plan***

**1. a) Vision Statement for GO Transit in Peel**

To facilitate the development of an effective and inter-regional transit network for the Greater Toronto Area (GTA) and surrounding communities that is seamless and integrated with local transportation systems.

**b) Mission Statement for GO Transit in Peel**

To support GO Transit infrastructure enhancement and expansion, on a shared-cost basis in association with senior levels of government and other municipalities, that facilitates an integrated inter-regional transit bus and rail service for the GTA and the City of Hamilton that meet Peel's transportation and growth needs.



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### **3. Business Plan Highlights**

#### **a) 2003**

##### **i) Existing Service Level Base**

On September 27, 2001, the Ontario Government announced they were taking back responsibility for GO Transit from the GTA municipalities and the City of Hamilton. This was part of a 10-year, \$9 billion transit funding plan that would be funded equally by the three levels of government; federal, provincial and municipal.

The “uploading” of GO Transit to the province resulted in the removal (from municipalities) of the annual GO Transit levy (\$107.6 million in 2001), for inter-regional transit capital costs. As a result, Council approved that for 2002, the amount raised for the annual GO Transit levy (\$16.5 million) be transferred to the area municipalities in the proportion paid by each in the tax levy. Council further directed that for 2003 and subsequent years, the same amount be removed from the Region’s Current Budget and that the area municipalities levy these funds directly from taxpayers. Consequently, in 2002, the Region of Peel continued to levy an amount of \$4.4 million to fund the Region’s share of the GO Transit 10-year growth/enhancement capital plan and has made a one-time re-investment in local transit systems within the Region of Peel with the funds otherwise collected for the former GO Transit annual levy.

As part of the plan by the province to take back control of GO Transit, it disbanded the Greater Toronto Services Board (GTSB), which was responsible for operating GO Transit and co-ordinating transportation planning in the GTA. The province has yet to create a new operating authority to co-ordinate transit services across the regions. The issues of transit and gridlock in the GTA and beyond are currently being examined by the provincially appointed Central Ontario Smart Growth Panel which during the months of February and March will be conducting public consultations on their draft advice to the provincial government.

Details pertaining to the GO Transit 2003-2012 growth/enhancement capital plan have not been made available at the time of preparation of this budget. In addition, the federal government’s financial commitment to the provincial plan is yet to be confirmed. The Region of Peel GO Transit capital contribution for 2003, totaling \$4.8 million, will be funded \$2.9 million from internal financing and an estimated \$1.9 million from development charges.



The 2003 GO Transit capital contribution to reserves is reduced to \$2.0 million from \$4.3 million in 2002. The level of current reserves, along with existing reserve balances and forecasted development charges, is deemed to be adequate to sustain Peel's share of the 10-year growth/enhancement capital plan for the next several years.

## ii) Unmet Needs/Issues/Priorities

- Prior to the provincial realignment of GO Transit funding responsibilities, the Regions of Peel, Durham, York and Halton and the Cities of Toronto and Hamilton developed a 10-year capital program to meet transit growth needs in the GTA. The results of the joint review were summarized in a document entitled *2001 Development Charge Background Study for the GO Transit Service* (2001 Background Study), dated June 21, 2001. The program called for a total of \$1 billion in spending over the 2001 to 2010 period. The fundamental premise of the 10-year capital program was that funding would be shared equally on a one-third basis by federal, provincial and municipal levels of government.

The Background Study was used by the GTA regions to adopt development charge by-laws to assist in funding their share. The municipal sector costs are to be divided on the following basis:

Toronto	44.6%
Hamilton	2.8%
Durham	11.3%
Halton	11.0%
Peel	16.5%
York	13.8%

- The Region of Peel approved its GO Transit development charge plan for October 4, 2001 to December 31, 2003. It is estimated that development charges will generate approximately \$21.5 million towards Peel's share of the municipal one-third share of the GO Transit \$1 billion 10-year capital expansion program. The other regional government funding partners approved their respective GO Transit development charges by the end of 2001. The Cities of Toronto and Hamilton did not impose development charges.
- The province announced its commitment to the first three years of the GO Transit 10-year capital plan as part of the transfer of GO

Transit. Recently, provincial officials have indicated that the province will extend its funding support beyond the first three years. Given uncertainties with federal commitments, all development charge by-laws were limited to December 31, 2003.

- The 2003 workplan incorporates the necessity to review the *GO Transit Development Charges By-law*. Specific initiatives will be undertaken once the GO Transit Board releases the 2003-2012 GO Transit Capital Budget.
- The original 2002 GO Transit Budget, incorporated within the 2001 Background Study, reflected \$93.9 million of planned spending, funded one-third each by the federal, provincial and municipal sectors. Subsequently, GO Transit adjusted its 2002 plan downwards to \$55 million for the 2002/2003 fiscal period, primarily as a result of uncertainty regarding federal participation and a realignment of its capital program. It was discussed that should the federal government not participate, that GO Transit would use its reserves to fund the \$18.3 million share that was attributable to the federal government. The \$18.3 million of municipal funding was allocated as follows:

Toronto	\$8.2 million
Hamilton	\$0.5 million
Durham	\$2.1 million
Halton	\$2.0 million
Peel	\$3.0 million
York	\$2.5 million

- During the summer, GO Transit further reduced the \$55 million 2002/2003 capital plan by approximately 50 per cent to \$28.5 million in order to recognize further uncertainties regarding federal government funding as well as participation by the City of Toronto. Uncertainties regarding the City of Toronto were resolved during the fall of 2002.
- The federal government announced, in its 2002 Budget, a commitment to a \$2 billion Canada Strategic Infrastructure Fund (CSIF) for large-scale infrastructure projects including urban transportation. The federal government received the recommendations of the Prime Minister's Caucus Task Force on Urban Issues in November 2002 and must now decide how to respond to these recommendations including the call for a national urban strategy and infrastructure plan.

- In its 2003 Budget the federal government announced \$3 billion in infrastructure support over the next 10 years. Of this amount, \$2 billion will be used to double the \$2 billion CSIF established in the 2002 Budget. The remaining \$1 billion will fund new municipal infrastructure that is typically smaller in scale. GO Transit projects may be eligible for funding.

### **iii) Strategic Directives**

In light of the provincial announcement on transit funding, Peel must work actively to:

- Obtain federal support in the funding of the long-term capital plan in order to ensure that the GTA's economy continues to be a strong and viable component of a healthy provincial and national economy
- Develop a Peel consensus of the specific priorities for capital projects which will meet Council's service needs and present them to the (yet to be created) transportation co-ordinating body that will replace the former GTSB, for inclusion in the GO Transit long-term capital plan.

## **b) 2004 – 2005**

### **i) Existing Service Level Base**

As noted above, the 10-year growth/enhancement capital plan is based on two-thirds federal/provincial subsidy. If the federal government's funding contribution is not confirmed in 2003, the future capital forecast must be revisited by the new operating authority that will be responsible for co-ordinating services and the new GO Transit Board to ensure long-term fiscal sustainability.

## **c) 2006 – 2012**

### **i) Existing Service Level Base**

The province announced its commitment to the first three years of the GO Transit 10-year capital plan to address ongoing ridership and growth pressures. If the provincial level of support beyond 2004 is reduced, the future capital forecast must be revisited by the new operating authority and the new GO Transit Board to ensure long-term fiscal sustainability.

**B. *Corporate Performance Measurement*** (not applicable)

**C. Current Budget**

**1. Activity Analysis**

	<u>Budgeted Total Cost</u>	
	2003	Change from 2002
Transit Re-investment Fund	-	(16,500,000)
GO Transit Cost	<u>2,000,298</u>	<u>(2,441,884)</u>
Total Program Cost	<u>\$ 2,000,298</u>	<u>\$ (18,941,884)</u>

**3.**

	<u>Budgeted Total Cost/Unit</u>	
	2003	Change from 2002
	-	(52.28)
	<u>6.19</u>	<u>(7.89)</u>
	<u>\$ 6.19</u>	<u>\$ (60.17)</u>

**2. Account Analysis**

	<u>Budgeted Total &amp; Net Cost</u>	
	2003	Change from 2002
Goods & Services	298	(16,619,702)
Capital Financing	<u>2,000,000</u>	<u>(2,322,182)</u>
Total & Net Program Cost	<u>\$ 2,000,298</u>	<u>\$ (18,941,884)</u>

	<u>Budgeted Units of Service</u>	
	2003	Change from 2002
Brampton	104,600	3,800
Caledon	17,200	600
Mississauga	<u>201,400</u>	<u>3,200</u>
Total Households	<u>323,200</u>	<u>7,600</u>

**4. Budget Variance Explanation**

Net Program Costs

Change from  
2002

GO Transit expenditures are reduced by \$16.5 million from 2003 as per Council's direction to remove the funding for the annual GO Transit levy from the Regional budget, starting in 2003. The Transit Re-investment Fund was a one-time contribution of \$16.5 million in 2002.

(16,500,000)

The remaining \$2,441,884 variance represents a reduction in contribution to reserve of \$2,322,182 and GO Transit costs related to the GO Transit growth capital program.

(2,441,884)

**Net Program Cost Variance**

\$ (18,941,884)

**GO TRANSIT  
2003 BUSINESS PLAN**

# **GREATER TORONTO AREA (GTA) POOLING**

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**A. Business Plan**

**1. Vision Statements**

**a) Provincial Vision Statement for GTA Equalization (Pooling)**

The Greater Toronto Area (GTA) Equalization formula was established by the province to recognize the social and economic interdependence within the GTA and to stabilize the financial costs that the City of Toronto faces from being at the core of a single catchment for social services.

**b) Peel Vision Statement for GTA Pooling in Peel**

The Region of Peel opposes any form of GTA equalization of pooling of services.

**2. Business Plan Highlights**

**a) Existing Service Level Base**

Given past experience and the Corporation's overall fiscal pressures in 2003, the budget reflects a position in line with previous years' estimates of approximately \$66 million.

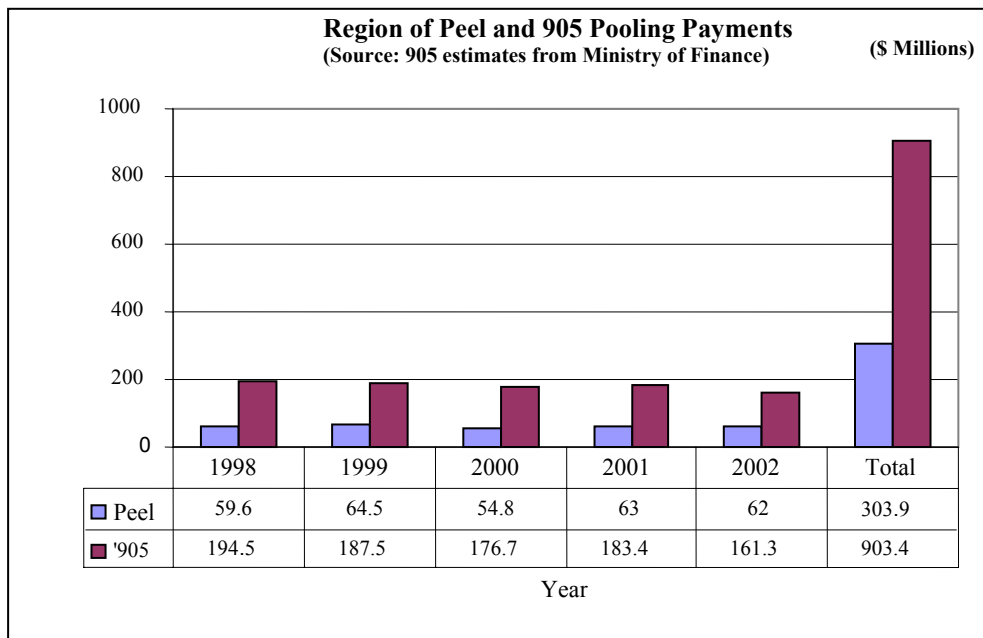
The goal of discussions between the GTA municipalities and the province is to establish a level of financial commitment to the Social Housing component of Pooling over the next couple of years beginning in 2003. It is very likely that the Region of Peel's GTA assessment share will increase in 2003 from its current 18.33 per cent level. Given the anticipated increase, in addition to the complexity and volatility of the various components of the "pooled costs," the 2003 budget estimate is set at the previous year's \$66 million. This amount does not include a contribution to the Pooling Stabilization Reserve since it is deemed that current levels are adequate allowance for any future uncertainties.

The results of the discussions of the municipal-provincial Social Housing Working Group have not been finalized, therefore, final estimates for all Pooling costs have not been provided by the province.

The Region of Peel has made annual Pooling payments in the range of \$54.8 million to \$64.5 million over the 1998–2002 period (excluding contributions to reserve). Of the \$903.4 million paid by the 905 municipalities to date, Peel has contributed \$303.9 million or approximately one-third. The City of Toronto has been, and will continue



to be, the main beneficiary of this Pooling arrangement. The Pooling payments made by the Region of Peel and the 905 municipalities are summarized in the following chart.



#### b) Unmet Needs/Issues/Priorities

The Region of Peel opposes GTA Pooling since the continued funding of GTA Pooling has not resulted in satisfying the Region's unmet needs given the significant population growth.

The mandatory requirement to fund GTA Pooling costs creates a significant risk that Peel may not be able to meet its strategic plan direction of financial sustainability for Regional services.

For 2003, the workplan includes the following initiatives:

- Peel's primary objective is to eliminate Pooling from the budget in order to redirect these resources towards meeting Peel taxpayer objectives.
- Peel's position is to remove GTA Pooling of social services from the property tax base and utilize provincial income tax funding whereby all Ontarians share in the financing of social services.
- If the province will not eliminate Pooling in 2003, Peel staff will continue to work with the GTA Working Group, a joint

provincial/municipal initiative, to protect Peel's interest and limit the impact of GTA Pooling in the short term. Some of the objectives of this group include:

- Ensure all the financial results of eligible costs for Pooling are subjected to a third party independent review. To date, the province has resisted such an audit.
- Review and update the allocation methodology based on updated Current Value Assessment (CVA) and actual transition ratios rather than the legislated average GTA transition ratios.
- Develop criteria to bring some form of service level standard to the costs which are eligible to be pooled, so as to eliminate discretionary costs.
- Develop a formula to ensure that Regional efficiencies result in a reduced GTA Pooling allocation.
- Develop strategies to cap or limit Peel's exposure to Pooling in future years.
- Develop operating protocols to ensure timely reporting of estimates and actuals of pooled costs on a regular basis.
- Ensure staff in Finance, Ontario Works, and Housing continue to monitor pooled costs to ensure that actual cost reductions are reflected in 2002 and adjusted in a timely manner.
- Ensure that protocols are in place to accurately reflect Social Housing costs given that these costs are fully devolved and provincial involvement in their allocation is limited.
- Continue to educate residents and businesses of Peel as to the negative impact of GTA Pooling through a communication plan in conjunction with staff from the Cities of Brampton and Mississauga and the Town of Caledon.

#### **c) Strategic Directives**

The Region of Peel supports overall GTA co-ordination of services but opposes any funding of service delivery at a GTA level including GTA Pooling.

The Prime Minister's Caucus Task Force on Urban Issues interim report entitled, *Canada's Urban Strategy – A Vision for the 21<sup>st</sup> Century*, calls for a national housing strategy. Staff will work to promote federal funding to accompany provincial financial support to increase affordable housing program spending.

**B. Current Budget**

1. Activity Analysis	Budgeted Total Cost		3.	Budgeted Total Cost/Unit	
	2003	Change from 2002		2003	Change from 2002
GTA Pooling	66,035,000	-		204.32	(4.92)
Total Program Cost	<u>\$ 66,035,000</u>	<u>\$ -</u>		<u>\$ 204.32</u>	<u>\$ (4.92)</u>

2. Account Analysis	Budgeted Total & Net Cost			Budgeted Units of Service	
	2003	Change from 2002		2003	Change from 2002
Goods & Services	66,035,000	3,000,000			
Capital Financing	-	(3,000,000)	Brampton	104,600	3,800
Total & Net Program Cost	<u>\$ 66,035,000</u>	<u>\$ -</u>	Caledon	17,200	600
			Mississauga	201,400	3,200
			Total Households	<u>323,200</u>	<u>7,600</u>

**4. Budget Variance Explanation**

Net Program Costs  
Change from  
2002

There is no variance in overall expenditure (\$66 million) from 2002. The 2003 budget consists entirely of program spending with no contribution to reserve (a reduction of \$3 million from 2002).

-

Net Program Cost Variance

\$ -

**G T A P O O L I N G**  
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# **INTERNAL SUPPORT SERVICES SUMMARY**

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A to E (inclusive) of the standard Service Strategy/Business Plan are not applicable to this summary.

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For F.4 to F.5 (inclusive), please refer to the Internal Support Services individual sections of the 2003 Capital Budget and 2004–2012 Capital Forecast document – Executive and Council, Corporate Services, Corporate Finance, Payroll, Purchasing, Accounting and Systems, Meter and Revenue Services, and Information Technology Services.



**F. 2003 Financial Requirements Presentation**

**F.1 Current Budget Introductory Comments/Analysis**

In accordance with the Region's overall Activity Based Costing (ABC) protocols, all Internal Support functions are required to allocate costs to the core program areas for services provided. The internal charge process also forces a level of discipline on service providers, whereby they must develop efficiency and effectiveness measures as well as identify, where possible, appropriate benchmarks to all service users in order to justify both costs and service levels. While the Internal Support Services Program continues to require some refinements, it has proven effective in monitoring and controlling support costs.

For 2003, through the internal charge process Internal Support Services has effectively allocated 76.3 per cent of all costs to core program areas. The remaining \$19.2 million of unallocated costs represents the "Corporate" overhead which has not been apportioned out to specific programs, given that these costs are not "controllable" by programs. The Corporate overhead primarily represents governance (Council, Chair and CAO) and fiscal controllership (e.g. Internal Audit) costs. These Corporate costs are then attributed to both the property tax and utility rate supported non program areas.

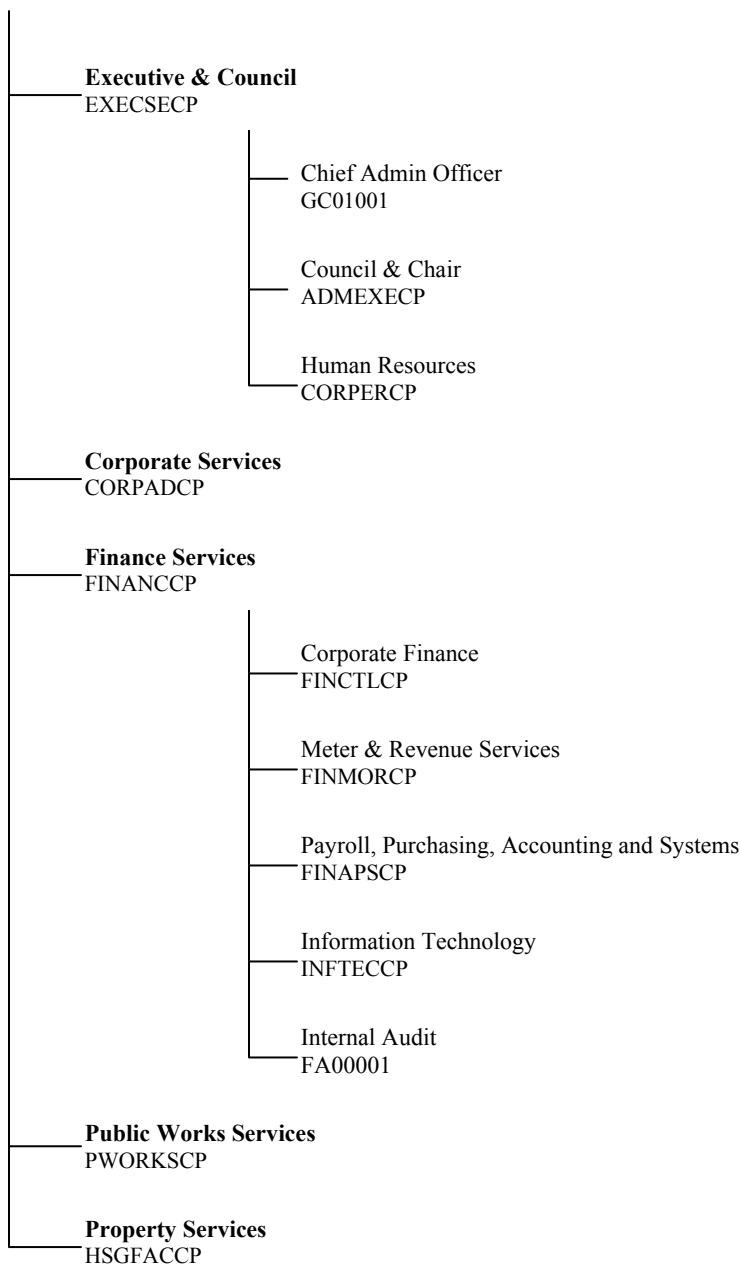
During 2003, Finance staff will be reviewing the options available to the Corporation in improving this important facet of the business planning process by refining and enhancing our ABC, Corporate Performance Measurement (CPM) and Benchmarking initiatives. At present, staff is involved in a number of joint initiatives with the province, which includes the Regional CAO's group, the Ontario Municipal CAO's Benchmarking Initiative (OMBI) and the Canadian Institute of Chartered Accountants (CICA). Feedback from all initiatives will be incorporated into the Corporation's business plan.

In previous years, Property Services and Public Works Services were included in Internal Support Services. Due to their close relationships with core programs Property Services has been moved to the Housing Programs and Public Works Services has been moved to the Public Works Programs. This allows these services to directly connect with the appropriate Service Strategy/Business Plan.

To allow for separate Service Strategy/Business Plans, this year Finance Services has been broken down into Corporate Finance, Meter and Revenue, Payroll, Purchasing, Accounting and Systems, Information Technology, and Internal Audit and Executive and Council Services has been broken down into Executive and Council and Human Resources

## F.2 Financial Structure Chart – Current Budget

### INTERNAL SUPPORT SERVICES CORPORCP



### F.3 2003 Current Budget

#### 1. Activity Analysis

	Budgeted Net Cost	
	2003	Change from 2002
Executive, Council and Human Resources	4,311,593	168,718
Corporate Services	2,239,163	231,357
Finance Services	12,685,761	243,120
Public Works Services	-	(3,650)
Property Services	-	28,154
Net Program Cost	19,236,517	667,699
Overhead Allocations to		
Tax Non Program	11,541,911	1,536,809
Rate Non Program	7,694,606	1,024,540
	<u>\$ -</u>	<u>\$ (1,893,650)</u>

#### 3.

Budgeted Net Cost/Unit	
2003	Change from 2002
13.34	0.21
6.93	0.57
39.25	(0.18)
-	(0.01)
-	0.09
<u>59.52</u>	<u>0.68</u>

#### 2. Account Analysis

	Budgeted Gross & Net Cost	
	2003	Change from 2002
Goods & Services	26,713,991	885,969
Salaries & Wages	41,944,299	4,844,561
Capital Financing	12,897,165	880,131
Gross Program Cost	81,555,455	6,610,661
Fees, Charges & Other	62,318,938	5,942,962
Net Program Cost	19,236,517	667,699
Overhead Allocations to		
Tax Non Program	11,541,911	1,536,809
Rate Non Program	7,694,606	1,024,540
	<u>\$ -</u>	<u>\$ (1,893,650)</u>

	Budgeted Units of Service	
	2003	Change from 2002
Brampton	104,600	3,800
Caledon	17,200	600
Mississauga	201,400	3,200
Total Households	<u>323,200</u>	<u>7,600</u>

# **EXECUTIVE AND COUNCIL**

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**For F.4 to F.5 (inclusive), please refer to the Executive and Council section of the 2003 Capital Budget and 2004–2012 Capital Forecast document.**

## **A. Background**

### **A.1 Preparing the Service Strategy/Business Plan**

Regional Council does not require a Service Strategy therefore sections A.1 to E.1 will only talk about the Executive Office.

All members of the Executive Office team participated in the development of this document. Team members include:

Emil Kolb, Regional Chair  
Roger Maloney, Chief Administrative Officer (CAO)  
Janine Elias Joukema, Director, Strategic Initiatives  
Arlene Appleton, Executive Assistant to Regional Chair and CAO  
Giancarlo Cristiano, Policy/Program Support Analyst  
Libby Senior, Executive Administrative Assistant to the Chair  
Liz Panacci, Executive Administrative Assistant to the CAO  
Sandy Godovitz, Executive Clerk  
Janet Norris, Executive Clerk

Preparation of the document began in mid-December and was completed by the end of June 2002. This process involved six workshops and a two-day excellence assessment.

### **A.2 Key Contacts**

Emil Kolb, Regional Chair  
905-791-7800, ext. 4310

Roger Maloney, Chief Administrative Officer (CAO)  
905-791-7800, ext. 4312  
[maloneyr@region.peel.on.ca](mailto:maloneyr@region.peel.on.ca)

Janine Elias Joukema, Director, Strategic Initiatives  
905-791-7800, ext. 4961  
[eliasj@region.peel.on.ca](mailto:eliasj@region.peel.on.ca)

### **A.3 Additional Information**

This Service Strategy/Business Plan is the first detailed work plan created by the Executive Office since establishing its new structure. This process is consistent with the work completed by all other Regional departments.

## **B. *Description of Current Services***

### **B.1 Program Location Map**

The Region of Peel's Executive Office, which consists of the Office of the Chair and the Office of the CAO, is located at 10 Peel Centre Drive in Brampton.

### **B.2 Profile of Current Services**

The Executive Office has four primary service areas:

#### **Council Relations**

Various activities are required in order to ensure successful Council relations, including: agendas, reports and pending items management, Councillor inquiries and administrative support, issues management, citizen inquiries and co-ordination of departmental information.

#### **Employee Relations**

This involves proactively managing, working with and supporting Regional employees through such activities as the CAO Advisory Committee, Together We're Better Awards Program, United Way Employee Campaign and other employee-oriented events.

#### **Corporate Policy/Projects/Initiatives**

The Executive Office works with, manages or supports various groups. Externally this would include: Peel Regional Police, United Way of Peel Region, Municipal Performance Measurement Program (MPMP), Ontario Municipal CAO's Benchmarking Initiative (OMBI), legislation changes, Member of Parliament (MP) and Members of Provincial Parliament (MPP), communications and meetings with other regions. Internally, Executive Office's involvement is evident in key initiatives including: the Strategic Plan, inter-departmental projects (e.g. Geographic Information Systems (GIS), Integrated Planning and Financial Systems (IPFS)), and corporate administrative policies.

#### **Administrative Management**

Regular Executive Management Team (EMT) meetings, performance management, departmental reorganizations, Executive Office Team functions, information management and general administration are examples of what is included in this service area.



### **B.3 Description of Clients/Customers**

#### **Taxpayers**

The citizens who live and work in Peel are ultimately the clients served by the various supports and services provided by the Executive Office.

#### **Regional Council**

The 22 member Regional Council includes the Regional Chair and Regional Councillors from the City of Mississauga, City of Brampton and the Town of Caledon.

#### **Regional Departments**

Excluding the Executive Office, there are eight Regional departments: Corporate Services, Finance, Health, Housing and Property Services, Human Resources, Planning, Public Works and Social Services.

#### **Regional Employees**

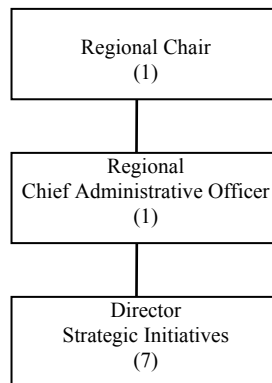
The Region of Peel's diverse workforce has almost 2,700 employees who deliver programs and services to one million Peel citizens.

#### **Partners and Stakeholders**

In order to serve the ultimate client, the taxpayer, the Executive Office works with area municipalities, provincial and federal levels of government, other regional municipalities, and various boards and associations, e.g., Peel Regional Police Services, United Way of Peel Region, boards of trade, etc.

## B.4 Overall Organization Structure

### Executive Office



**Total Full-time Equivalent (FTE) = 9.0**  
**(reflects Council approved positions only)**

Note:

All positions listed have supervisory responsibilities.

( ) Denotes all FTE in the group including the boxed position.

## **B.5 Significant Recent Activities/Initiatives**

- Creation of the Region's third strategic plan, *Directions for Success: Investing in Peel's Future*
- Maintained a zero per cent tax increase for Regional controlled programs for 12 years
- Strengthened the OMBI
- Completion of corporate-wide excellence assessment resulting in National Quality Institute's (NQI) Progressive Excellence Program (PEP) Level 2 Award
- Implemented a new corporate planning process that works to align service strategies/business plans and the annual budget with the Region's strategic plan
- Streamlined Executive Office organizational structure and some key processes, e.g., central filing, budgeting
- Managed successful employee events, including the Together We're Better Awards
- Refined focus of the EMT and established the Corporate Management Team (CMT) and the Intergovernmental Policy Workgroup
- Established effective communication channels that cascade information through the organization, and encourages input from employees, e.g. Executive Office Pathways site, "Ask Roger", Commissioner, Directors, Managers and Supervisors (CDMS) Meetings, CAO Advisory Committee
- Supported the United Way Employee Campaign, which raised over \$160,000.

## **C. Trends and Issues**

### **C.1 Emerging Trends**

- Expanding mandate and role of municipal government as senior governments continue to devolve services without additional funds
- Ongoing need to continue to develop or find alternative funding mechanisms and revenue sources in order to reduce the reliance on the property tax base
- Increase in public/private sector partnerships as a way of doing business and the importance of managing those relationships to ensure quality of service delivery
- Well qualified and experienced staff is increasingly hard to attract and retain
- Age of the workforce, the overall demographic profile and attractive pension plans mean that many employees will be retiring over the next two to three years, taking with them corporate history and specific skills
- Cynicism of government and its value will continue
- Some municipalities in the Greater Toronto Area focusing on governance issues
- Public issues will continue to be complex and require careful management
- Technology will continue to change the way work is managed and how programs and services are delivered
- Increasing access to information creates “instant experts”

### **C.2 Key Strategic Issues**

- Inadequate provincial and federal funding to support transfer of services
- Enhance co-ordination and communication of political issues
- Identification and communication of key administrative and political priorities, including allocation of required resources
- Supporting Regional Councillors and encouraging reciprocal and visible support of the Region
- Increasing the knowledge and profile of the Region of Peel and the services it provides
- Strengthening the Region of Peel’s corporate decision-making capacity
- Proactively managing the projects and workload of the Executive Office
- Increasing the employee knowledge of the roles and responsibilities of the Executive Office and Regional Council

## **D. *Mandate, Objectives and Actions***

### **D.1 Mandate and Objectives**

#### **Mandate**

The Executive Office will provide strategic, political and administrative direction and advice to support the interests of Peel citizens and the employees of the Regional Municipality of Peel.

#### **Objectives**

1. Operate an open, accessible office
2. Champion corporate thinking and initiatives throughout the organization
3. Lead in the management of the factors that affect the Region's programs and services
4. Enhance the efficiency and effectiveness of Executive Office work activities
5. Demonstrate the effectiveness of the Region of Peel's programs and services

### **D.2 Objectives and Actions**

#### **1. Operate an open, accessible office**

- 1.1 Communicate the roles and responsibilities of the Executive Office
- 1.2 Identify opportunities for regular visits with Regional departments and employees at their workplace
- 1.3 Develop a customer service strategy, including standards, for all clients of the Executive Office
- 1.4 Create opportunities to invite Regional employees to the Executive Office
- 1.5 Take a leadership role in the demonstration of Regional Values

#### **2. Champion corporate thinking and initiatives throughout the organization**

- 2.1 Implement the Excellence Framework including corporate key improvements and the Healthy Workplace recommendations\*
- 2.2 Advance the strength and effectiveness of the EMT and the CMT
- 2.3 Develop a strategy for management and accountability of complex, cross-departmental projects
- 2.4 Strengthen the role and function of the Commissioners, CDMS group
- 2.5 Support the operation of the United Way of Peel Region\*
- 2.6 Promote an early warning and "no surprises" concept across all departments with regard to all programs

- 3. Lead in the management of the factors that affect the Region's programs and services**
  - 3.1 Develop a strategy for Peel's fair share of federal and provincial funding for Regional programs and services\*
  - 3.2 Develop strategies that work toward eliminating pooling\*
  - 3.3 Provide necessary infrastructure to support a competitive environment for business\*
  - 3.4 Engage Regional Councillors in proactively supporting the Regional Municipality of Peel
  - 3.5 Establish and facilitate effective partnerships/relationships with stakeholders
  - 3.6 Identify opportunities to involve Peel Regional Police in Regional events and activities
- 4. Enhance the efficiency and effectiveness of Executive Office work activities**
  - 4.1 Streamline work activities to include value-added activities
  - 4.2 Review current work processes to determine ongoing needs and reduce duplication
  - 4.3 Develop regular communications practices for staff in the Executive Office
  - 4.4 Review organizational structure and staffing of the Executive Office
- 5. Demonstrate the effectiveness of the Region of Peel's programs and services**
  - 5.1 Identify opportunities to showcase Region of Peel initiatives
  - 5.2 Support participation in external performance measurement initiatives
  - 5.3 Identify meaningful indicators that can be used to measure performance and benchmark relationships of all Regional programs\*
  - 5.4 Actively seek accreditation and validation of Region of Peel programs and services
  - 5.5 Encourage external recognition of Region of Peel programs and services
  - 5.6 Encourage Regional employees to volunteer for leadership positions in community organizations in Peel

\* Strategic Actions under the direction of EMT.

### **D.3 Service Principles**

The Regional Values function as the Executive Office service principles.

### **D.4 Strategic Plan Connection**

The objectives and actions in the Executive Office Service Strategy/Business Plan are consistent with and support the following Goals in the Region's strategic plan, *Directions for Success: Investing in Peel's Future*:

**Goal 4:** Contribute to a vibrant and diverse regional economy

**Goal 5:** Be a leader in the provision and co-ordination of Regional services

**E. *Monitoring and Measuring the Service Strategy/Business Plan***

**E.1 Measurement of Objectives/Actions**

Contact the Director of Strategic Initiatives for details on the measurement of the objectives and actions.

**E.2 Performance Targets**

**1. 2002** (not applicable)

**2. 2003**

Support the operation of the United Way of Peel in Region of Peel

- Visible Board membership
- Management of successful 2002 Employee Campaign
- Fund Resource Lead Position
- Complete final report on Stewardship Agreement

Develop a strategy for Peel's fair share of federal and provincial funding for Regional programs and services

- Partner with the United Way of Peel Region to develop and implement a strategy

Implement the Excellence Framework, including corporate key improvements and the Healthy Workplace recommendations

- Enhance the corporate planning process
- Action employee satisfaction survey results
- Develop a framework for client/customer satisfaction and process mapping
- Continue to implement healthy workplace actions
- Conduct second corporate-wide assessment

Identify opportunities to involve Peel Regional Police in Regional events and activities

- Participate in joint facilities project
- Include in management training sessions
- Invite to EMT meetings

Measure the effectiveness of the Region's strategic plan, ***Directions for Success: Investing in Peel's Future***

- Create strategic plan report card

**E.3 Corporate Performance Measurement and Benchmarking** (not applicable)



**F. 2003 Financial Requirements Presentation**

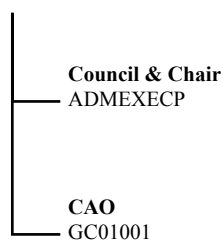
**F.1 Current Budget Introductory Comments/Analysis**

The Region is moving toward an increasingly corporate-wide approach on administrative and political matters. The budget supports such activities as, strategic initiatives, political issues management and employee recognition.

The Executive Office, which includes the budgets for Council Administration, the Chair's Office, and the CAO's Office, has increased primarily for annual salary/fringe increase and Councillors' communication, e.g. newsletters.

**F.2 Financial Structure Chart – Current Budget**

**EXECUTIVE & COUNCIL**  
EXECSECP



### F.3 2003 Current Budget

1. Activity Analysis	Budgeted Net Cost		3.	Budgeted Net Cost/Unit	
	2003	Change from 2002		2003	Change from 2002
Council and Chair	1,655,329	139,020		5.12	0.32
CAO	1,509,329	45,136		4.67	0.03
Net Program Cost	<u>\$ 3,164,658</u>	<u>\$ 184,156</u>		<u>\$ 9.79</u>	<u>\$ 0.35</u>

2. Account Analysis	Budgeted Gross & Net Cost			Budgeted Units of Service	
	2003	Change from 2002		2003	Change from 2002
Goods & Services	1,397,697	248,958	Brampton	104,600	3,800
Salaries & Wages	1,787,431	125,198	Caledon	17,200	600
Capital Financing	29,530	(140,000)	Mississauga	201,400	3,200
Gross Program Cost	3,214,658	234,156	Total Households	<u>323,200</u>	<u>7,600</u>
Fees, Charges & Other	50,000	50,000			
Subsidies	-	-			
Net Program Cost	<u>\$ 3,164,658</u>	<u>\$ 184,156</u>			

### 4. Budget Variance Explanation

Net Program Costs  
Change from  
2002

#### Council and Chair

Increase primarily due to expenses relating to the publication and distribution of councillor newsletters allowed by Regional policy and the ending of the Ontario Municipal Employees Retirement System (OMERS) pension contribution holiday.

139,020

#### CAO

Increase primarily in salary costs due to annual salary and fringe increases.

45,136

Net Program Cost Variance

\$ 184,156

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<b>F.4 to F.5 (inclusive) are not applicable.</b>		

**A. Background**

**A.1 Preparing the Service Strategy/Business Plan**

A project team of five Human Resources (HR) staff, led by the commissioner, conducted the necessary research and prepared the final report. HR staff provided input on a number of Service Strategy/Business Plan issues. The Departmental Management Team conducted a two-day excellence assessment to identify the top three strategic priorities/objectives for the department. This process spanned from April to June 2002.

**A.2 Key Contacts**

Laura Nashman, Commissioner  
905-791-7800, ext. 4201  
[nashmanl@region.peel.on.ca](mailto:nashmanl@region.peel.on.ca)

Brenda Pelletier, Manager, Business Administration  
905-791-7800, ext. 4737  
[pelletierb@region.peel.on.ca](mailto:pelletierb@region.peel.on.ca)

**A.3 Additional Information**

This is the first Service Strategy/Business Plan developed under the guidance of the new Commissioner of HR.

## **B. *Description of Current Services***

### **B.1 Program Location Map**

HR is located primarily on the first floor of 10 Peel Centre Drive. However, some staff are located with client departments or divisions.

### **B.2 Profile of Current Services**

#### **Employee Relations**

Using the HR Associate Model, support is provided in the areas of recruitment and selection, workforce planning, labour relations (collective bargaining and contract interpretation), complaint/grievance process and performance management.

#### **Business and Administration**

This section provides administration and maintenance of the Human Resources Management System (HRMS), corporate employee files and the Region's Photo ID program. Information is also provided to management and staff on a wide range of HR issues.

#### **Organizational Development and Learning**

This section offers in-house training and development programs, career planning services, succession planning support, consulting services for organizational development needs and administration of the Tuition/Course Refund Program.

#### **Compensation and Benefits**

This section is responsible for the design and administration of salary/wage, benefits and job evaluation programs, and provides support regarding compensation management issues.

#### **Workplace Health and Safety**

This section acts as a resource for occupational health and safety and healthy workplace programs. Some activities include disability claims management, representation at Workplace Safety and Insurance Board (WSIB) hearings/appeals, development of modified work programs, safety training programs, ergonomic assessments and employee health services.

#### **Employment Policy Development Consulting Services**

In keeping with current employment legislation and trends, ongoing research of best practices is conducted, new policies are developed and existing policies are revised.

### B.3 Description of Clients/Customers

#### Regional Departments

In addition to HR, there are eight Regional departments: Corporate Services, Executive Office, Finance, Health, Housing and Property Services, Planning, Public Works and Social Services.

#### Regional Employees

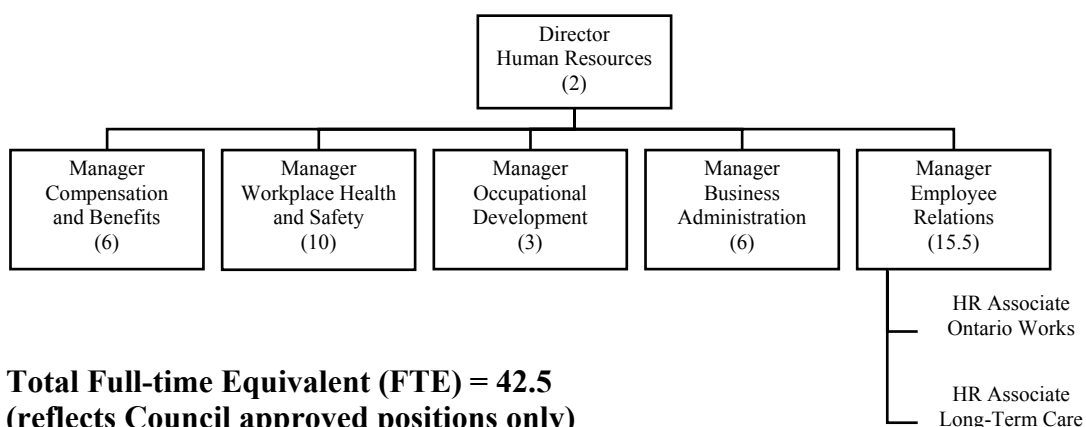
The Region of Peel's diverse workforce has almost 2,700 employees who deliver programs and services to one million Peel citizens.

#### Other Organizations

This includes services upon request to such organizations as the Town of Caledon and Peel Regional Police (PRP).

### B.4 Overall Organization Structure

#### Human Resources



**Total Full-time Equivalent (FTE) = 42.5**  
(reflects Council approved positions only)

Note:

All positions listed have supervisory responsibilities.

( ) Denotes all FTE in the group including the boxed position.



### **B.5 Significant Recent Activities/Initiatives**

- Implemented Advanced Leadership Development Program
- Designed a new Training and Development Centre
- Conducted approximately 130 MPP III assessments
- Implemented student safety training
- Initiated Healthy Workplace program - “Wellness at Peel”
- Implemented PeopleSoft Version 8.0, rolled out the new system to Peel Absence Tracking (ETR) users and provided training
- Developed and implemented a revised performance management program
- Completed job evaluation in TransHelp and Public Works
- Completed job evaluation in Ontario Works as part of their Pay Equity Project
- Successfully negotiated eight collective agreements without labour interruptions
- Restructured the arbitration process to use internal legal services and a different sides-person to allow Region to be more proactive
- Developed a new process for grievance/mediation, which will be included in future contract negotiations

**C. Trends and Issues**

**C.1 Emerging Trends**

- Organizations have identified management and leadership development as a top priority
- Sufficient talent pools will be required to take on new and progressively more advanced roles
- Organizations must have the ability to identify top talent and manage the performance of all staff
- Competitive total compensation is required to effectively recruit and retain the best employees
- Greater availability of HRMS technological solutions to streamline many HR management processes
- Evolution of HR as a strategic/business partner
- Increase in public-private partnerships to deliver municipal services

**C.2 Key Strategic Issues**

- Develop and implement a solid talent management program that includes recruitment strategies, compensation systems, training plans and performance management programs that identify and progressively develop high potentials in the Corporation
- Enhance HR programs with a focus on continuous improvement and measure the value and effectiveness of the programs
- Strategically align HR programs with the corporate goals and enhance communication plans to support these programs
- Strengthen the foundational framework to improve the connection between HR programs

## **D. *Mandate, Objectives and Action***

### **D.1 Mandate and Objectives**

#### **Mandate:**

To ensure high quality, technically sound and cost effective delivery of all HR services and programs.

#### **Objectives:**

1. Improve and enhance HR programs
2. Build alignment of the HR Service Strategy/Business Plan with the Corporate Strategic Plan
3. Strengthen the commitment to leadership development
4. Improve communications with clients
5. Improve efficiency of HR processes
6. Improve teamwork among HR staff and between HR sections
7. Build capacity of HR managers and staff

### **D.2 Objectives and Actions**

#### **1. Improve and enhance HR programs**

- 1.1 Complete job evaluation and pay equity projects
- 1.2 Enhance Employee Assistance Program and measure progress
- 1.3 Develop and implement “Rehab fast-track” program
- 1.4 Develop and implement tool for training-needs assessment
- 1.5 Complete HRMS clean up and ongoing maintenance
- 1.6 Improve and enhance HRMS functionalities
- 1.7 Design, develop and implement revised employee orientation program

#### **2. Build alignment of the HR Service Strategy/Business Plan with the Corporate Strategic Plan**

- 2.1 Provide sponsorship of the corporate “employee satisfaction” project
- 2.2 Wellness at Peel: Complete the framework for data gathering, collect data, analyze data and determine next step for program development
- 2.3 Create revised HR mandate

#### **3. Strengthen the commitment to leadership development**

- 3.1 Develop and implement a comprehensive “talent management” program
- 3.2 Develop an integrated approach for key HR programs in the context of the principles of “talent management”

**4. Improve communications with clients**

- 4.1 Develop and implement tool to assess clients' HR service and program needs
- 4.2 Review and revise service agreements that are aligned with new HR mandate and connected to client needs
- 4.3 Develop and implement communication/marketing strategy for HR

**5. Improve efficiency of HR processes**

- 5.1 Use corporate process mapping protocols to map key HR processes
- 5.2 Determine Electronic Information Management (EIM) opportunities for HR, develop plan for implementation and implement EIM initiative
- 5.3 Pilot test on-line resume screening tool, assess for Region-wide application and implement as appropriate
- 5.4 Complete Peel Absence Tracking System Phase two

**6. Improve teamwork among HR staff and between HR sections**

- 6.1 Seek and encourage cross-training opportunities for staff
- 6.2 Create a framework to celebrate departmental successes
- 6.3 Develop an internal departmental communication strategy

**7. Build capacity of HR managers and staff**

- 7.1 Develop individualized development plans for staff

**D.3 Service Principles**

The Regional Values function as the HR's service principles.

**D.4 Strategic Plan Connection**

The objectives and actions in the Executive Office Service Strategy/Business Plan are consistent with and support the following Goals in the Region's strategic plan, *Directions for Success: Investing in Peel's Future*:

**Goal 4:** Contribute to a vibrant and diverse regional economy

**Goal 5:** Be a leader in the provision and co-ordination of Regional services

**E. *Monitoring and Measuring the Service Strategy/Business Plan***

**E.1 Measurement of Objectives/Actions**

Contact the Commissioner of HR for details on the measurements of the objectives and actions.

**E.2 Performance Targets (not applicable)**

**E.3 Corporate Performance Measurement and Benchmarking (not applicable)**

**F. 2003 Financial Requirements Presentation**

**F.1 Current Budget Introductory Comments/Analysis**

The Region faces a number of challenges that require the Region to re-think its current HR programs and practices. The most significant of these is the Region's ability to attract and retain the talent that the Region needs to meet its objectives. Specifically, like most organizations, the Region has an aging workforce and is faced with losing experienced staff to retirement. This is particularly evident among management staff where 27 per cent of the management team is over 50 and 42 per cent of the Region's executives are over 50. In fact, the Region has recently experienced the retirement of senior managers in key roles without a well developed succession plan in place to manage the transition from the experienced manager to a new person in the role. The Region does not have a well developed talent pool from which to draw for senior jobs in the organization.

To compound this, the Region's ability to attract new talent will be significantly hindered by the reduction of the Canadian workforce. The first of the "baby-boomers" turned 55 in 2002. Baby boomers will be retiring over the next 10 – 20 years and the next generations ("busters" and "echo" generations) are not sufficient in size to replenish the aging boomers.

Also, municipal government management/leadership roles require a unique combination of skills. Talent that demonstrates these skills at high levels is in great demand and competitive raiding among municipalities occurs. As the competitive battle for qualified talent becomes more intense, the Region must develop strategies to ensure that it retains quality leadership.

Talent in non-managerial/leadership roles will also be essential for the success of the Region. Today the HR programs do not adequately recognize "individual contributors" and this hinders HR's ability to attract and retain top talent in administrative, technical and professional jobs.

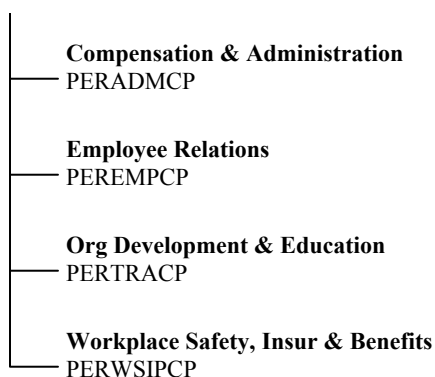
In response to these internal and external issues the Region will look to rebuild some of its HR programs to best meet the "talent management" needs. This Service Strategy/Business Plan is focused on renewing and redeveloping existing HR programs in the context of a comprehensive talent management program.

It is important also, to note that in the face of the challenges noted above the Region has many solid HR programs and corporate infrastructure in place. For example the "Regional Values" are important points of departure for any talent management program. Also the executive team is committed to the need to manage the Region's talent, and this is essential for success in launching any new or revised HR program.

The Region has a well-developed performance management program along with a good compensation and job evaluation systems in place. The Region also has leadership development courses and some career planning and succession planning activities taking place. The Region has an excellent starting point on which to rebuild its HR programs and services that will attract, develop, reward and retain top talent.

## **F.2 Financial Structure Chart – Current Budget**

### **HUMAN RESOURCES CORPERCP**



### F.3 2003 Current Budget

#### 1. Activity Analysis

	Budgeted Net Cost	
	2003	Change from 2002
Human Resources	1,146,935	(15,438)
Net Program Cost	<u>\$ 1,146,935</u>	<u>\$ (15,438)</u>

#### 2. Account Analysis

	Budgeted Gross & Net Cost	
	2003	Change from 2002
Goods & Services	2,146,204	(105,485)
Salaries & Wages	3,088,722	528,748
Capital Financing	-	-
Gross Program Cost	5,234,926	423,263
Fees, Charges & Other	4,087,991	438,701
Subsidies	-	-
Net Program Cost	<u>\$ 1,146,935</u>	<u>\$ (15,438)</u>

#### 3.

	Budgeted Net Cost/Unit	
	2003	Change from 2002
	3.55	(0.13)
	<u>\$ 3.55</u>	<u>\$ (0.13)</u>

	Budgeted Units of Service	
	2003	Change from 2002
Brampton	104,600	3,800
Caledon	17,200	600
Mississauga	201,400	3,200
Total Households	<u>323,200</u>	<u>7,600</u>

#### 4. Budget Variance Explanation

Net Program Costs  
Change from  
2002

##### Human Resources

(15,438)

The decrease is primarily due to the reduction in office rent for the Training Centre. This is offset by increased staffing costs due to merit/benefit increases

**Net Program Cost Variance**

\$ (15,438)



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# **CORPORATE SERVICES**

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**For F.4 to F.5 (inclusive), please refer to the Corporate Services section of the 2003 Capital Budget and 2004–2012 Capital Forecast document.**

**A. Background**

**A.1 Preparing the Service Strategy/Business Plan**

In order to complete the Service Strategy/Business Plan within the target date of June 30, 2002, a cross-divisional team was selected to meet and discuss the process and take part in the development of the Service Strategy/Business Plan. The team included:

R. Kent Gillespie, Commissioner of Corporate Services and Regional Solicitor  
Bonnie Zeran, Director of Clerk's and Regional Clerk  
Michael Goldrup, Director, Communication Services  
Patrick O'Connor, Director, Legal Services  
Kathryn Karcz, Manager, Administration, Ambulance and Emergency Programs  
Cynthia Ulba, Senior Public Affairs Associate  
Sandra Durish, Senior Financial Analyst  
Christine Zelman, Project and Financial Support Co-ordinator, Clerk's Division  
Pat Czata, Administrative Assistant to Commissioner of Corporate Services and Regional Solicitor

It was decided to develop a single Service Strategy/Business Plan for Corporate Services using the cross-divisional team. This enriched the discussion and gave support to every program in preparing the plan. Preparation of the document involved weekly meetings beginning in April. The meetings continued until the end of June and included a one-half day excellence assessment.

**A.2 Key Contacts**

Kent Gillespie, Commissioner of Corporate Services and Regional Solicitor  
905-791-7800, ext. 4315  
[gillespiek@region.peel.on.ca](mailto:gillespiek@region.peel.on.ca)

**A.3 Additional Information**

This Service Strategy/Business Plan is the first departmental plan developed for Corporate Services.

**B. *Description of Current Services***

**B.1 Program Location Map**

Programs are located at 10 Peel Centre Drive.

**B.2 Profile of Current Services**

The following is a description of key services provided by Corporate Services. Please note that although Ambulance and Emergency Programs is within Corporate Services it is dealt with separately from the support programs. No further information on that program is provided after section B.2.

**Clerk's Division**

Provides Mailroom and Internal Courier, Corporate Call Centre, Customer Service Facility, Print and Copy Centre, Records Centre/Inactive Records, Business Forms and Process Analysis, Corporate Policy Manual Program, *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA), Administration, Council/Committee Secretariat, statutory responsibilities of Regional Clerk and Publications for Council and staff.

**Communication Services**

Provides Graphic Design, Internet/Intranet Development, Program Promotion, Media Relations and Event Planning.

**Legal Services**

Provides advice with respect to the following areas of law: Real Estate and Commercial Law, Labour and Litigation Law, Planning and Development Law and General Municipal Law.

**Corporate Project Development**

Provides project management support for corporate-wide initiatives that are aimed at improving productivity and more effective service.

**Ambulance and Emergency Programs**

Provides ambulance services, including pre-hospital emergency medical treatment and transport, to hospitals as well as mandated medical transfers. Provides an Emergency Planning and Preparedness program including creation, co-ordination and maintenance of Emergency Plans and the co-ordination of the necessary facilities and equipment for the Regional Emergency Operations Centre, a 9-1-1 Emergency Telephone System for Peel, which includes the co-ordination and administration of the program and support for Regional fire service co-ordination.

### **B.3 Description of Clients/Customers**

#### **Regional Council and Committees**

Regional Council is comprised of the Regional Chair and 21 Regional Councillors from the City of Mississauga, City of Brampton and the Town of Caledon. Committees are comprised of selected Regional Councillors approved by Council.

#### **Regional Departments**

Corporate Services provides support services to eight Regional departments: Executive Office, Finance, Health, Housing and Property Services, Human Resources, Planning, Public Works and Social Services.

#### **Partners and Stakeholders**

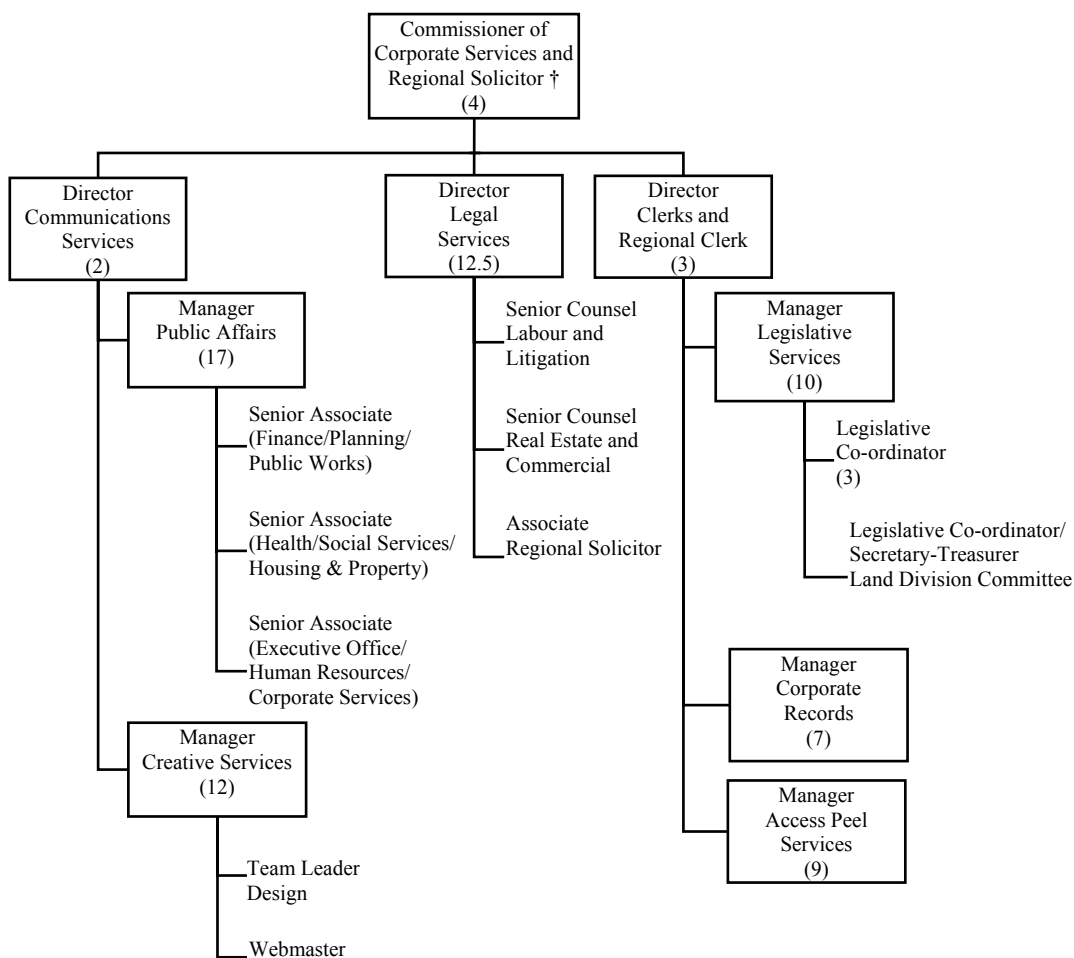
Corporate Services liaises and works with various partners and stakeholders including: all area municipalities, other regional and single-tier governments, provincial ministries, regional boards and agencies such as Peel Police Services Board, Peel Regional Police and Peel Living, conservation authorities, suppliers and applicants for approvals and services, consultants and members of the legal profession and other professionals.

#### **Taxpayers**

The people living and/or working in Peel who seek access to information and the decision processes of Regional government.

## B.4 Overall Organization Structure

### Corporate Services



**Total Full-time Equivalent (FTE) = 76.5**  
**(reflects Council approved positions only)**

Note:

All positions listed have supervisory responsibilities

( ) Denotes all FTE in the group including the boxed position.

† Positions excluded from FTE complement given other division responsibilities.



## **B.5 Significant Recent Activities/Initiatives**

- Received the 2002 Canadian Public Relations Society “Achieving Communications Excellence” Awards for: Publications (*Inside Peel*), Audio Visual (*Regional Values* Video), Regional Web site
- Canadian Public Relations Society Award of Merit for Grey Box Campaign
- Received the 2002 E.A. Danby Award given by the Association of Municipal Clerks and Treasurers of Ontario for innovative improvements to municipal programs for EIM
- Print and Copy Centre Successful Open House “Take a Look at us Now” – February 2002
- Reduced the cost of black and white copying by \$0.01 per copy (20 per cent decrease)
- Reduced the handling fee for mailroom operations to \$0.09 per piece of outgoing Canada Post mail (19 per cent decrease)
- Implementation and roll-out of Cardiff Teleform
- Received the 2001 Together We’re Better Corporate Award for Internal Communication
- International Clerks’ Week Successful Open House and various Activities “Explore our Services”- April 2002
- Web site was updated with a new look and feel
- Comprehensive communication strategy for the West Nile Virus that included a specialized Web site, video and other collateral materials
- Developed Clear Scents Communication Strategy
- Health, Long-Term Care Facilities Design Build Contracts
- Derry Road Police Facility Design Build Contracts
- New *Purchasing By-law* for Combined Region/Police Use
- Inter-municipal Mutual Aid Agreements – York Region, Halton Region, City of Toronto
- *Development Charges By-law* approval at the Ontario Municipal Board (OMB)
- Merger of Peel Living and the local housing corporation

**C. *Trends and Issues***

**C.1 *Emerging Trends***

- Increase in and rapid development of technology tools to enhance service and maximize resources
- Complexity and demand for increasing quantity, quality and speed of services
- Movement towards e-democracy
- Increased demand for services to be delivered electronically
- Job mobility due to an aging workforce
- Growing cultural diversity of population
- Maintaining a skilled and knowledgeable workforce
- Growing public interest and involvement in the roles and responsibilities of government at all levels

**C.2 *Key Strategic Issues***

- Providing support for Regional services to be delivered electronically
- Cost sensitivity and the increasing need to prioritize among competing demands
- Managing the Corporation's image as a business asset
- Achieving an appropriate level of accessibility, timeliness and responsiveness in the provision of services
- Achieving an appropriate balance of specialization and general knowledge to permit effective service delivery at a reasonable cost
- Meeting growing client expectations of quality service
- Ensuring an expert staff to address client needs

## **D. *Mandate, Objectives and Actions***

### **D.1 Mandate and Objectives**

#### **Mandate**

Corporate Services is a department committed to being a leader in the provision and co-ordination of services to Regional programs, external clients and Council.

#### **Objectives**

1. Strive for excellence in the work of Corporate Services.
2. Provide high quality innovative, cost-effective, customer focussed services
3. Promote Regional programs effectively
4. Anticipate and responsively support client needs for legal advice and services

### **D.2 Objectives and Actions**

#### **1. Strive for excellence in the work of Corporate Services**

- 1.1 Develop a list of attributes for Corporate Services leaders and determine how to ensure that these attributes exist
- 1.2 Support the development of a corporate-wide framework to ensure a consistent and comprehensive approach to measuring Citizen/Client Customer Service
- 1.3 Utilize the results of the Corporate Employee Satisfaction survey to develop an action plan for improvement
- 1.4 Develop a common measurement tool that demonstrates the effectiveness of the currently services being offered

#### **2. Provide high quality innovative, cost-effective, customer focussed services**

- 2.1 Examine new technologies for improving service delivery to meet client's needs
- 2.2 Implement new Corporate tools: iRIMS (a file classification, retention, and security system) and Cardiff Teleform (an electronic forms system incorporating intelligence and workflow functionality)
- 2.3 Develop and implement a phased Electronic Agenda process for Council and its committees
- 2.4 Develop and implement an E-government Project work plan
- 2.5 Develop a Business Continuity Plan for Web site to ensure 24/7 service

- 2.6 Implement Electronic Information Management Systems for selected programs and deliver a plan for the broader implementation throughout the Corporation
- 2.7 Develop a strategy for electronic access and delivery of Regional services\*

**3. Promote Regional programs effectively**

- 3.1 Participate in corporate branding efforts including external signage and advertising
- 3.2 Provide reputation/image management support
- 3.3 Provide translation and plain language support to specific program and promotional opportunities
- 3.4 Develop an improved event planning protocol
- 3.5 Develop with internal clients their annual internal communication strategies
- 3.6 Develop a strategy for involving citizens in issues affecting Peel Region\*
- 3.7 Enhance crisis communications preparedness through training, business continuity reviews and participation in Corporate emergency exercises

**4. Anticipate and responsively support client needs for legal advice and services**

- 4.1 Identify and review key Corporate by-laws, agreements and policies
- 4.2 Report regularly and in a timely manner to Council on current legal issues, legislation or court decisions
- 4.3 Maintain a range of experience and skills among staff through continued legal education
- 4.4 Develop a strategically focussed program for procuring and managing external legal service providers
- 4.5 Support the implementation of an effective *Development Charges By-law*
- 4.6 Support the implementation and improvement of the ***Regional Official Plan***

\* Strategic Actions under the direction of EMT.

**D.3 Service Principles**

The Regional Values function as the Corporate Services' service principles.

#### **D.4 Strategic Plan Connection**

The objectives and actions in Corporate Services' Service Strategy/Business Plan are consistent with and support the following Goals in the Region's strategic plan, *Directions for Success: Investing in Peel's Future*:

- Goal 1:** Improve the community's health, social well-being and safety
- Goal 2:** Assess and manage all aspects of growth that affect Peel
- Goal 3:** Preserve, protect and enhance Peel's natural environment and resources
- Goal 4:** Contribute to a vibrant and diverse regional economy
- Goal 5:** Be a leader in the provision and co-ordination of Regional services

**E. *Monitoring and Measuring the Service Strategy/Business Plan***

**E.1 Measurement of Objectives/Actions**

Contact the Commissioner of Corporate Services for details on measurements of objectives and actions.

**E.2 Performance Targets**

**1. 2002**

The performance targets described in the 2002 business plan were largely a compilation of data reflecting program activity. This activity was driven by client/customer needs for services. The following is an update of the activities quantified in the 2002 business plan.

**Communication Services**

This service is provided to Regional programs on a cost recovery basis. Client program directors and managers determine a budget for the year based on hours of service needed to assist with all program communications needs. In 2002, hours of service were estimated at 30,966 for the budget. Currently, projections indicate that 29,880 hours will actually be used. Service hours represent the time during which Communication Services' staff are actively engaged in work for client departments.

**Clerk's Division**

The three programs in Clerk's have many statistics on the volume of services used. For example, in 2002 Access Peel Services processed about 356,000 pieces of outgoing mail, answered 136,870 telephone calls at the call centre, answered 11,000 general inquiries and processed 4,500 water bill payments. They printed over 5.9 million photocopies and delivered internal mail to 56 locations on a daily basis. Corporate Records stored about 12,000 boxes at the Inactive Records Centre and processed over 5,000 service requests (e.g. retrievals). There were about 50 Council and Committee meetings requiring 6,711 agendas, which produced 1,410 resolutions and 769 documents for execution.

**Legal Services**

Similar to Communication Services, billable hours were projected by Legal Services based on discussions with client departments. The service demands are not as predictable as for Communications but are generally increased as programs undertake projects and services required to meet growing demands. In 2002, about 12,000 hours of service were projected. When compared with the cost of

equivalent external services from private law firms, the department's average cost (\$101 per hour including all overhead and support personnel who do not bill the service) was much lower. Average hourly rates for external services were approaching \$350 per hour in 2002.

## **2. 2003**

Following the development of the Corporate Services Service Strategy/Business Plan for 2002/2003, more specific actions have been identified that will drive many of the tasks in the 2003 work plan. Therefore 2003 performance targets reflect those actions and tasks.

- Increase quality and use of the print facility colour copying capability, thereby reducing reliance on higher cost external services
- Implement the conversion of records retention and classification systems to an electronic database to improve productivity and avoid future cost increases in all aspects of records management
- Implement conversion of commonly used forms to electronic format to eliminate hard copy printing, increase work flow productivity and avoid future cost increases
- Improve productivity in Council and Committee agenda preparation by introducing greater capability to develop agendas electronically
- Increase citizen and customer access and use of the Region's web site by implementing service access and payment functionality, thereby reducing transactional costs both to customers and taxpayers
- Improve productivity in internal work flow and document management through implementation of electronic information management for selected services and processes, thereby reducing and avoiding processing costs
- Improve service delivery and citizen/customer service in client departments by implementing high quality creative and effective communications support
- Contribute to long-term growth management financial stability in the development, renewal and defense of the Region's *Development Charges By-law*
- Contribute to long-term growth management planning in the development and defense of the ***Regional Official Plan*** Process

## **E.3 Corporate Performance Measurement and Benchmarking**

### **1. Program Efficiency**

These measures will vary by program. In some cases the measure is cost per service hour. In others, the efficiency is measured by productivity gains and cost avoidance. As a roll up measure these costs might be compared to various business costs and overhead. A cost as a percentage of all program budgets, both current and capital, may be determined.

### **2. Program Effectiveness**

Customer surveys are conducted on all Corporate Services' programs. The responses show a high degree of client and customer satisfaction.

#### **Communication Services**

A total of 59 surveys were returned to Communication Services via our on-line survey.

The following are the results.

	<b>Excellent to Very Good</b>	<b>Good</b>	<b>Fair to Poor</b>
Level of Service	88%	8%	4%
Quality of Service	76%	21%	3%
Product Quality	67%	29%	4%
Product Satisfaction	76%	22%	2%

#### **Clerk's**

In the Clerk's division, surveys for each of the services provided have been undertaken. The following is a sampling of the latest statistics and comments:

##### Access Peel Services

In 2002, survey results indicated that 91 per cent of respondents rated their overall satisfaction with the Mailroom service as good to very good.

In 2002, survey results indicated that 96 per cent of respondents were very satisfied with the Print and Copy Centre. Services most in demand included black and white copying (96 per cent) and colour copying (60 per cent).

##### Legislative Services

Legislative Services surveys subscribers of the *Decisions* newsletter once each year. In 2001, 74 per cent of respondents thought the overall design and layout



was good, and 84 per cent found the document easy to read. The transition of this newsletter to digital format and distribution has also been very well received, resulting in a 41 per cent increase in electronic circulation and a 22 per cent reduction in hardcopy distribution.

#### Corporate Records

Semi-annually (April and November), Corporate Records conducts a training session on MFIPPA; course evaluations are submitted by the participants. Overall comments include 100 per cent rating of Good – Excellent. An additional survey was completed in 2002 for the Business Forms program.

#### **Legal Services**

Client surveys in the Legal Services area show the highest level of satisfaction with the quality and timeliness of service and are virtually 100 per cent positive.

### **3. Community Impact**

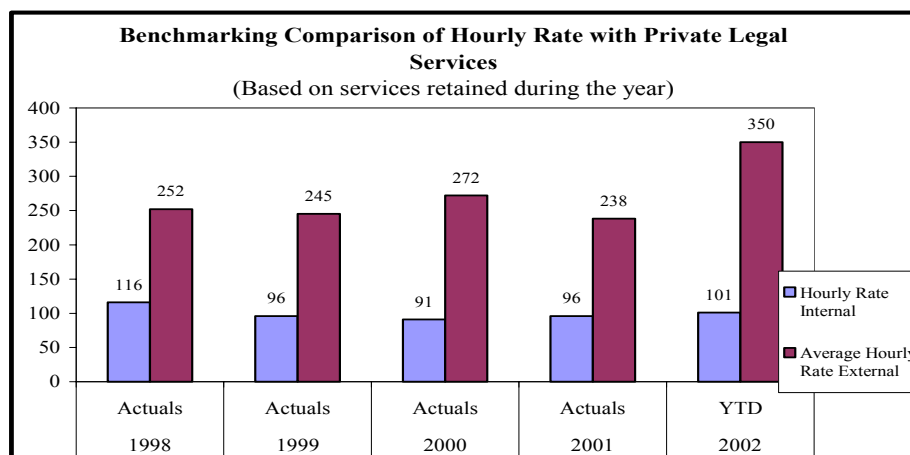
As a support service, the level of service is determined by the operational needs of other programs and by Regional Council. There is no external community impact indicator.

### **4. Data (not applicable)**

### **5. Customer Service**

In this regard the effectiveness measures largely indicate a high degree of customer satisfaction.

### **6. External Benchmarking**

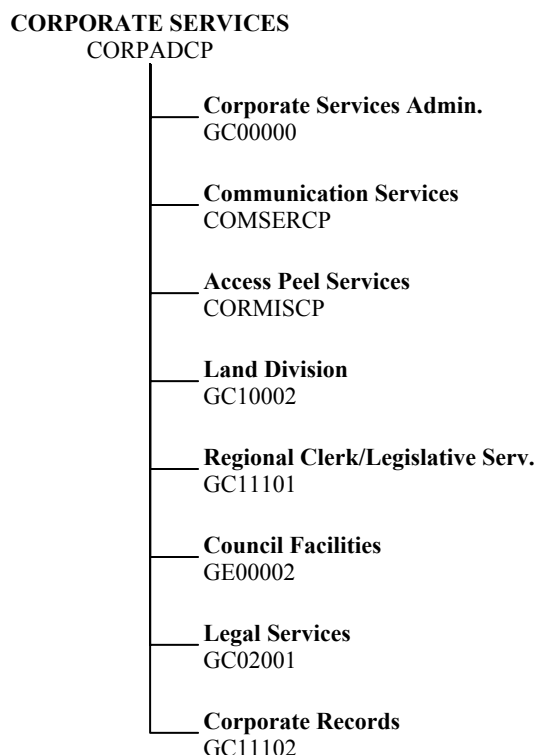


**F. 2003 Financial Requirements Presentation**

**F.1 Current Budget Introductory Comments/Analysis**

The 2003 budget for Corporate Services reflects very little change from 2002. Corporate Services' staff is continuing to meet their respective support service demands even though those demands continue to grow as client programs face increasing support needs.

**F.2 Financial Structure Chart – Current Budget**



### F.3 Current Budget

#### 1. Activity Analysis

	Budgeted Net Cost	
	2003	Change from 2002
Corp. Serv. Admin.	302,376	54,661
Communication Services	120,000	2,846
Access Peel Services	388,487	3,890
Land Division	1,662	1,951
Region Clerk/Legislative Serv.	915,324	53,379
Council Facilities	206,128	11,600
Legal Services	84,323	23,409
Corporate Records	220,863	79,621
Net Program Cost	<u>\$ 2,239,163</u>	<u>\$ 231,357</u>

#### 3.

	Budgeted Net Cost/Unit	
	2003	Change from 2002
	0.94	0.16
	0.37	-
	1.20	(0.02)
	0.01	0.01
	2.83	0.10
	0.64	0.02
	0.26	0.07
	0.68	0.23
	<u>\$ 6.93</u>	<u>\$ 0.57</u>

#### 2. Account Analysis

	Budgeted Gross & Net Cost	
	2003	Change from 2002
Goods & Services	2,214,126	6,259
Salaries & Wages	4,863,885	603,584
Capital Financing	13,375	-
Gross Program Cost	7,091,386	609,843
Fees, Charges & Other	4,852,223	378,486
Net Program Cost	<u>\$ 2,239,163</u>	<u>\$ 231,357</u>

	Budgeted Units of Service	
	2003	Change from 2002
Brampton	104,600	3,800
Caledon	17,200	600
Mississauga	201,400	3,200
Total Households	<u>323,200</u>	<u>7,600</u>

#### 4. Budget Variance Explanation

Net Program Costs  
Change from  
2002

Corporate Services Admin

54,661

The net increase in Corporate Services Admin. results from an increase in rent and an increase in benefits, primarily due to the termination of the OMERS (Ontario Municipal Employees Retirement System) premium holiday.

Communication Services

2,846

This variance is due to an increase in fringe benefits.

Access Peel Services

3,890

The forecasted increases in expenses have been generally offset by increases in revenues with the exception of a nominal amount (primarily due to fringe benefit cost increases).

Land Division

1,951

The nominal amount is due to the fringe benefit increases.

Region Clerk/Legislative Services

53,379

The variance is mainly due to increases in internal charges and fringe benefits.

Council Facilities

11,600

The variance is mainly due to the rent increase and increases in internal charges for services.

Legal Services

23,409

The variance is chiefly attributable to increases in internal charges and in benefits payable due to the termination of the OMERS premium holiday. There is also a variance to provide necessary contract conveyancing support needed to service increased client demand for property acquisitions.

Corporate Records

79,621

The variance is due to a new cost for iRIMS software maintenance of \$20,000 and \$50,000 for a contract staff to assist with corporate file planning.

**Net Program Cost Variance**

**\$ 231,357**

# **CORPORATE FINANCE**

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## **A. Background**

### **A.1 Preparing the Service Strategy/Business Plan**

The work on the Service Strategy/Business Plan was under the direction of the Corporate Finance Management Team, which includes:

Dan Labrecque, Treasurer and Commissioner of Finance  
Daryl Carre, Manager, Risk Management  
Janice Darnley, Manager, Capital and Development Financing  
Janice Tuffnail, Manager, Treasury  
Stephen VanOfwegan, Acting Manager, Financial Planning  
Ed Zamparo, Manager, Financial Policy and Strategic Analysis

The work began in spring 2002 and involved all staff of the division in a series of workshops and meetings, including a two-day excellence assessment.

### **A.2 Key Contacts**

Dan Labrecque, Treasurer and Commissioner of Finance  
905-791-7800, ext. 4258  
[labrecqued@Region.Peel.on.ca](mailto:labrecqued@Region.Peel.on.ca)

### **A.3 Additional Information**

Corporate Finance was reorganized in 2002 and new staff was being hired throughout the spring and summer. The development of the Service Strategy/Business Plan provided an excellent opportunity for staff to think strategically about the work of the division and to understand how their specific activities are linked. Throughout the process, staff was conscious of the value of understanding the work of Treasury and Risk Management and its relationship to the financial planning, financial policy and business planning work of the division.



## **B. Description of Current Services**

### **B.1 Program Location Map**

Corporate Finance is part of the Region's Finance department. The offices are located at 10 Peel Centre Drive.

### **B.2 Profile of Current Services**

Corporate Finance has five primary service areas:

#### **Treasury**

Treasury is responsible for the management of cash, debt, investments and banking for the Region and other clients such as Peel Living and the area municipalities.

#### **Risk Management**

Risk Management works with all departments, the Police Services Board and Peel Living to design and implement programs to reduce the frequency and severity of controllable losses and to minimize the financial effect of inevitable losses through the use of effective risk financing, claims management and risk control techniques.

#### **Capital and Development Financing**

Capital and Development Financing is responsible for the co-ordination and financing of the capital business planning process for Regional departments as well as the Corporation, and for the functions related to development charges.

#### **Business Planning**

Business Planning is responsible for co-ordinating the Region's annual business planning process which includes providing advice, support and direction to the Executive Management Team (EMT), business units and programs.

#### **Financial Policy and Strategic Analysis**

Financial Policy and Strategic Analysis provides financial and economic research and policy development at the corporate level and serves as a liaison with external organizations in the areas of property assessment and tax policy, corporate benchmarking and performance management, and special projects.

### **B.3 Description of Clients/Customers**

#### **Regional Council**

Our 22 member Regional Council includes the Regional Chair and Regional Councillors from the City of Mississauga, City of Brampton and the Town of Caledon.

#### **Taxpayers**

The citizens and businesses that live and work in Peel are ultimately the clients served by the various supports and services provided by Corporate Finance.

#### **Regional Departments**

Corporate Finance provides support and service to eight Regional departments: Executive Office, Corporate Services, Health, Housing and Property Services, Human Resources, Planning, Public Works and Social Services.

#### **Regional Employees**

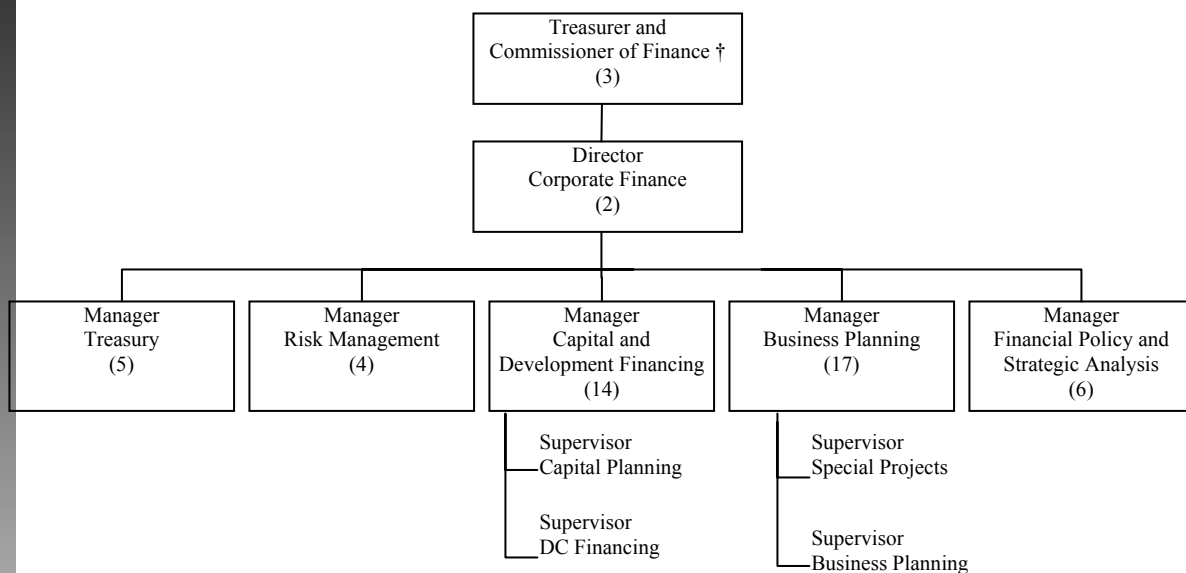
Region of Peel's diverse workforce has almost 2,700 employees who deliver programs and services over to one million Peel citizens.

#### **Partners and Stakeholders**

To serve the ultimate client, the taxpayer, Corporate Finance works with area municipalities, provincial and federal levels of government, other regional and single-tier municipalities, development associations and various boards and associations, e.g., Peel Regional Police Services, Ontario Provincial Police (OPP), conservation authorities, boards of trade, etc.

## B.4 Overall Organization Structure

### Corporate Finance



**Total Full-Time Equivalent (FTE)=51**  
**(reflects Council approved positions only)**

Note:

All positions listed have supervisory responsibilities.

( ) denotes all FTE in the group including the boxed position.

† Positions excluded from FTE complement given other division responsibilities.

## **B.5 Significant Recent Activities/Initiatives**

- Triple A credit rating - Standard and Poors
- Award winning 2002 Business Plan – Government Financial Officers Association (GFOA)
- Winner of the Showcase Ontario Award of Excellence in the Organizational Transformation category for the Integrated Planning and Financial System (IPFS) application
- Leadership role in the ongoing negotiations with the provincial government to reconsider the pooling formula for Social Housing
- Assumed the Champion Role for Peel representation at Ontario Municipal CAO's Benchmarking Initiative (OMBI)
- Led *GO Transit Development Charge By-law* development process for the Greater Toronto Area (GTA)
- Enhanced collaboration with area municipalities by chairing joint area municipal/regional tax policy forum
- Comprehensive review and validation of the value of Corporate Finance services
- Positive steps taken towards implementation of the restructuring plan
- Established a formal communication forum with the organization's business units
- Clarified financial roles and responsibilities between Finance, business units and program staff
- Co-chair the Region's Intergovernmental Policy Staff Workgroup
- Developed a Tax Policy Handbook and posted it on Peel's website to assist residents and ratepayers to understand the implications of tax policy
- Treasury's total return on investment continues to exceed market benchmarks by 100 basis points

## **C. Trends and Issues**

### **C.1 Emerging Trends**

- Federal government, in the process of identifying its new role in urban issues, may result in new funding arrangements involving the provincial government and municipalities
- The new *Municipal Act* creates opportunities for municipalities to access new tools for economic development
- Provincial government may require municipalities to account for fixed assets creating a need to enhance the Region's development and application of fixed assets accounting practices
- Growing trend to increase level of program accountability through linking business plans to long-term strategic plans and performance measurements through benchmarking
- Canada is becoming an increasingly litigious society and litigation against government is the fastest growing form of litigation, and trends in legislation and the courts are not favouring municipalities
- Legislative and market changes continue to challenge our ability to manage a well balanced investment portfolio
- An increasingly complex longer term planning environment as a result of the introduction by the province of the Smart Growth Panel initiative
- Demographics and economics are supporting a mobile workforce making it harder to attract and retain qualified staff

### **C.2 Key Strategic Issues**

- Effectively managing our human resources
- Developing training/capacity building for "clients"
- Building partnerships internally and externally
- Focusing on excellence in financial planning and management
- Developing common, consistent financial and management information applications and processes across the Corporation
- Identifying sustainable business solutions to deliver increasing levels of service

## **D. *Mandate, Objectives and Actions***

### **D.1 Mandate and Objectives**

#### **Mandate:**

Corporate Finance will provide corporate leadership and direction in the areas of financial planning, policy, risk management and treasury services.

#### **Objectives:**

1. Foster an environment of responsible financial management throughout the Corporation
2. Build and maintain a strong Corporate Finance team
3. Enhance Peel's role as a leader in municipal finance
4. Ensure that financial management systems and procedures are in place to support effective decision-making
5. Promote Peel's fiscal sustainability
6. Support the implementation of the Region's strategic and corporate planning processes

### **D.2 Objectives and Actions**

1. **Foster an environment of responsible financial management throughout the Corporation**
  - 1.1 Define roles and responsibilities of Corporate Finance in partnership with business units and program staff
  - 1.2 Establish and communicate Corporate Finance service level standards
  - 1.3 Facilitate and co-ordinate the work of the business unit teams
  - 1.4 Build expertise through training and education to support business planning processes
2. **Build and maintain a strong Corporate Finance team**
  - 2.1 Complete the implementation of the Corporate Finance realignment
  - 2.2 Prepare training and development plans for all staff in Corporate Finance
  - 2.3 Develop a comprehensive divisional communications strategy
  - 2.4 Develop comprehensive performance assessment protocol

- 3. Enhance Peel's role as a leader in municipal finance**
  - 3.1 Build relationships with our peers, other professional organizations and governments
  - 3.2 Promote Peel's financial expertise
  - 3.3 Develop strategies to influence other governments on policies and/or regulations that impact on Peel's competitiveness
  - 3.4 Improve synergies with area municipalities and other Regional partners
  - 3.5 Work with other governments to ensure fair and equitable tax policies\*
- 4. Ensure that financial management systems and procedures are in place to support effective decision-making**
  - 4.1 Document, update and monitor Corporate Finance policies/processes
  - 4.2 Evaluate and update corporate financial management tools
  - 4.3 Develop mechanisms to share information and experiences with our partners and clients
  - 4.4 Determine needs and provide training within the division and in other departments
- 5. Promote Peel's fiscal sustainability**
  - 5.1 Develop an asset and reserve management strategy\*
  - 5.2 Develop a taxation management plan\*
  - 5.3 Develop an integrated corporate approach to assessing and managing the impact of new development\*
  - 5.4 Establish a capital program to acquire important natural features and environmentally significant areas\*
- 6. Support the implementation of the Region's strategic and corporate planning processes**
  - 6.1 Support and advise the Executive Office on the corporate planning process and strategic initiatives
  - 6.2 Develop and maintain a comprehensive business financial planning process\*
  - 6.3 Provide corporate financial advice on Regional initiatives

\* Strategic Actions under the direction of EMT

### **D.3 Service Principles**

The Regional Values function as the division's service principles.

#### **D.4 Strategic Plan Connection**

Corporate Finance provides corporate support services. As such, the objectives and actions in the Service Strategy/Business Plan directly support Goal 5, “Be a leader in the provision and co-ordination of Regional services” and the seven Strategic Directions in the Region’s strategic plan, ***Directions for Success: Investing in Peel’s Future.***



## **E. Monitoring and Measuring the Service Strategy/Business Plan**

### **E.1 Measurement of Objectives/Actions**

Formal measures for all service areas will be refined as part of the 2002 -2003 work plan.

### **E.2 Performance Targets (not applicable)**

Note: Specific service metrics and targets will be developed and refined for all service areas in time for the 2004 business planning process.

### **E.3 Corporate Performance Measurement and Benchmarking**

#### **1. Program Efficiency**

By its very nature, the majority of the Corporate Finance's areas of responsibility are not readily measurable in an objective manner, with the exception of Risk Management and Treasury. Treasury services are readily benchmarked, however, given the timing of changes to the scope of the Risk Management function the only trend lines that currently exist are related to the claims administration component of the risk management function. Further performance metrics for the risk control and risk financing components will be enhanced during fiscal 2002.

<b>CORPORATE FINANCE</b>							
	Service Unit Costs			Unit Cost Growth '03 vs '02	2002 Actual Service Units		Unit Growth '02 vs '01
	Actual 2001	Budget 2002	Budget 2003				
Process							
Insurance: Admin	\$ 461.49	\$ 614.51	\$ 636.43	3.6%	420 claims		-14.6%
Treasury*	3 b.p.	3 b.p.	3 b.p.	0.0%	1.4 billion average portfolio		1.0%
Treasury costs expressed as a % of total holdings. "b.p." = basis point or 1/100th of a % point							

#### **2. Community Impact (not applicable)**

#### **3. Data (not applicable)**

#### 4. Customer Service

One of the key components to the division's long-term business plan is the development of objective customer service indicators for all clients groups, both internal and external.

#### 5. External Benchmarking

As part of the Finance department's commitment to service excellence, its service units have undertaken to identify opportunities to improve efficiency and effectiveness. Given the complexity of some aspects of the Finance department's service profile, not all areas have found benchmarks that facilitate a clear "apples to apples" comparison and the following review represents a sample of recent benchmarking initiatives.

The Region's Treasury unit manages an investment portfolio in excess of one billion dollars. Management assesses our total return against comparable market benchmarks and we compare our operating costs against those being quoted by other market providers.

Over the past five years, Treasury's management fees have fluctuated between three and four basis points (basis point = 1/100th of a percentage point) on total investment assets. In comparison, the management fees for the Association of Municipalities of Ontario (AMO)'s One Fund are 19 basis points for the money market fund and 40 basis points for the bond fund. This has resulted in savings of millions of dollars in the portfolio management fees.

The Region's total return is benchmarked against a composite of the Scotia Capital Bond indexes. As shown in the chart below, the Region continues to out-perform the market benchmark. Peel's total return has been, on average, one per cent higher than the benchmark over the past seven years, which equates to \$9 million per year.

TOTAL RETURN Peel vs Scotia Capital Bond Indexes as at July 31, 2002			
	5 Yr. Avg.	3 Yr. Avg.	1 Yr. Avg.
Region of Peel	7.30%	8.50%	6.70%
Scotia Capital Bond	6.10%	7.10%	5.60%

## **F. 2003 Financial Requirements Presentation**

### **F.1 Current Budget Introductory Comments/Analysis**

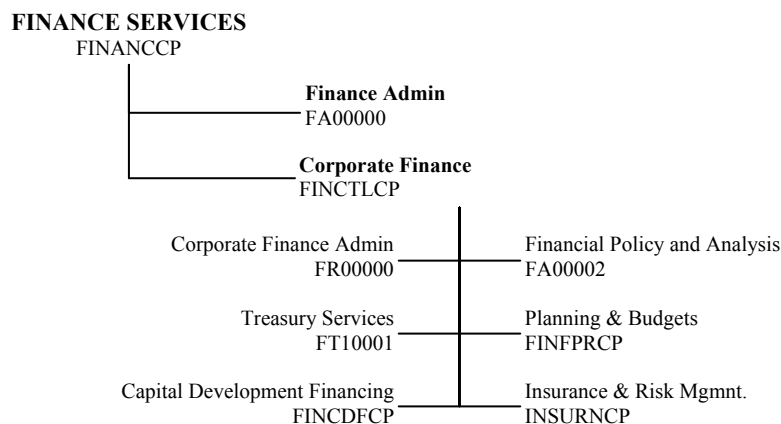
Corporate Finance's 2003 budget reflects an overall increase in gross spending of \$388,117 on its 2002 budget base of \$6.1 million, for a 6.4 per cent increase. After internal allocations and other recoveries the net budget indicates an increase of \$106,003 or 3.2 per cent over the 2002 net budget of \$3.3 million.

Most of the impact on the division's budget is related to changes experienced in the Risk Management portion of the budget. As a result of both a rising trend in claims being experienced and higher policy renewal costs the Risk Management budget is forecasting a \$301,000 increase. In order to assist programs in maintaining their investments in risk reduction and prevention strategies and to phase in the potentially volatile market related insurance renewal costs, the budget proposes using a portion (\$286,000) of the actuarial surplus in the Insurance Reserve to help offset the impact in fiscal 2003.

The balance of the division's budget is driven primarily by internal charge reductions by the division in order to realign ourselves with directions being proposed by the OMBI and increased charges from Legal Services, primarily for background work related to the upcoming review of the Region's two development charges by-laws.

No changes are being proposed to the staffing of the division for 2003 and overall, savings realized from the restructure of the division in early 2002 will offset 2003 salary progressions and benefit changes, including the reintroduction of Ontario Municipal Employees Retirement System (OMERS) contributions.

### **F.2 Financial Structure Chart – Current Budget**



### F.3 2003 Current Budget

#### 1. Activity Analysis

	Budgeted Net Cost	
	2003	Change from 2002
Corporate Finance	3,447,579	106,003
Net Program Cost	<u>\$ 3,447,579</u>	<u>\$ 106,003</u>

#### 3.

	Budgeted Net Cost/Unit	
	2003	Change from 2002
	10.67	0.08
	<u>\$ 10.67</u>	<u>\$ 0.08</u>

#### 2. Account Analysis

	Budgeted Gross & Net Cost	
	2003	Change from 2002
Goods & Services	3,152,046	378,486
Salaries & Wages	3,349,102	9,631
Capital Financing	-	-
Gross Program Cost	6,501,148	388,117
Fees, Charges & Other	3,053,569	282,114
Net Program Cost	<u>\$ 3,447,579</u>	<u>\$ 106,003</u>

	Budgeted Units of Service	
	2003	Change from 2002
Brampton	104,600	3,800
Caledon	17,200	600
Mississauga	201,400	3,200
Total Households	<u>323,200</u>	<u>7,600</u>

#### 4. Budget Variance Explanation

Net Program Costs
Change from
2002

Reductions in internal recoveries in order to comply with chargeback protocols being advanced by the (OMBI). This action has no overall impact on the organization as the expenditures in the program area are being reduced by a similar amount.

66,280

Increased internal charges from other Regional departments, primarily driven by allocations from Legal Services, in anticipation of work emanating from the review of the Region's general and *Go Transit Development Charges By-laws*.

39,723

**Net Program Cost Variance**

**\$ 106,003**

**C O R P O R A T E F I N A N C E**  
**2 0 0 3 S E R V I C E S T R A T E G Y / B U S I N E S S P L A N**

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# **PAYROLL, PURCHASING, ACCOUNTING AND SYSTEMS**

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For F.4 to F.5 (inclusive), please refer to the Payroll, Purchasing, Accounting and Systems section of the 2003 Capital Budget and 2004–2012 Capital Forecast document.



**A. Background**

**A.1 Preparing the Service Strategy/Business Plan**

Team members who participated in the development of this document include:

Dave Bingham, Director, Financial Services  
Lisa Lougheed, Administrative Assistant, Financial Services  
Mary Ellen Duff (Facilitator) Executive Assistant, Finance  
Monique Hynes, Manager, Accounting Services  
Tony LoConsolo, Manager, Meter Operations  
James Macintyre, Manager, Purchasing  
Steve McHugh, Manager, Financial Systems Co-ordination  
Bruce Ritchie, Manager, Accounts Receivable  
Myrtle Beglin, Supervisor, Accounts Payable  
Karen Bieri, Team Leader, Public Works  
John Church, Team Leader, Housing  
Natalie Duce, Team Leader, Corporate  
Mary Lum, Supervisor, Payroll  
Roxanne Lyons, Supervisor, Corporate Reporting  
Olive Noble, Team Leader, Police  
Gord O'Hara, Team Leader, Administration  
Susan Payne, Project Manager (PeopleSoft), ITS  
Glenn Pierre, Project Manager, Enterprise Resource Planning (ERP)

Preparation of the document began in April and was completed by mid-June 2002. Front-line staff validation in the form of comments and feedback were received during the process. In addition, a customer survey was conducted for the group's major customer segment and a focus group held for the business unit managers.

**A.2 Key Contacts**

Dave Bingham, Director, Financial Services  
905-791-7800, ext. 4996  
[BinghamD@region.peel.on.ca](mailto:BinghamD@region.peel.on.ca)

**A.3 Additional Information**

This Service Strategy/Business Plan is one of two detailed work plans of Financial Services. These are the first work plans created since the division was established last year.

## **B. *Description of Current Services***

### **B.1 Program Location Map**

The Payroll, Purchasing, Accounting and Systems services, of Financial Services in the Finance Department, are located primarily at Regional headquarters, 10 Peel Centre Drive. Some Purchasing associates, dedicated to serving specific clients, are located within the clients' facilities.

### **B.2 Profile of Current Services**

The sections involved in this service strategy are Accounting Services, Purchasing and Financial Systems Co-ordination

#### **Accounting Services**

Consists of Corporate Reporting, Accounts Payable and Payroll.

#### **Purchasing**

Purchasing uses the associate model to dedicate staff to the specific client groups of Public Works, Police, Housing and Corporate. In addition, there is an Administration group that supports the whole section.

#### **Financial Systems Co-ordination**

This is a newly-formed group that does the project co-ordination of major financial systems such as PeopleSoft (Financials and Human Resources Management Systems (HRMS)), Integrated Planning Financial Systems (IPFS) and AquaPeel. The group has an exclusive focus on the major financial systems.

### **B.3 Description of Clients/Customers**

#### **Cost Centre Managers**

The central client/customer group is the cost centre managers of the Region of Peel and Peel Regional Police. Servicing this group takes up approximately 80 per cent of the Payroll, Purchasing, Accounting and Systems group's time and effort. Cost centre managers include: commissioners, directors, managers, supervisors and anyone who has direct responsibility and accountability for one or more cost centres. This includes project managers who are directly responsible and accountable for capital project finances.

#### **Regional Council**

Since the Payroll, Purchasing, Accounting and Systems group has a fiduciary responsibility, a small but important customer is Regional Council. Our 22 member

Regional Council includes the Regional Chair and Regional Councillors from the City of Mississauga, City of Brampton and the Town of Caledon.

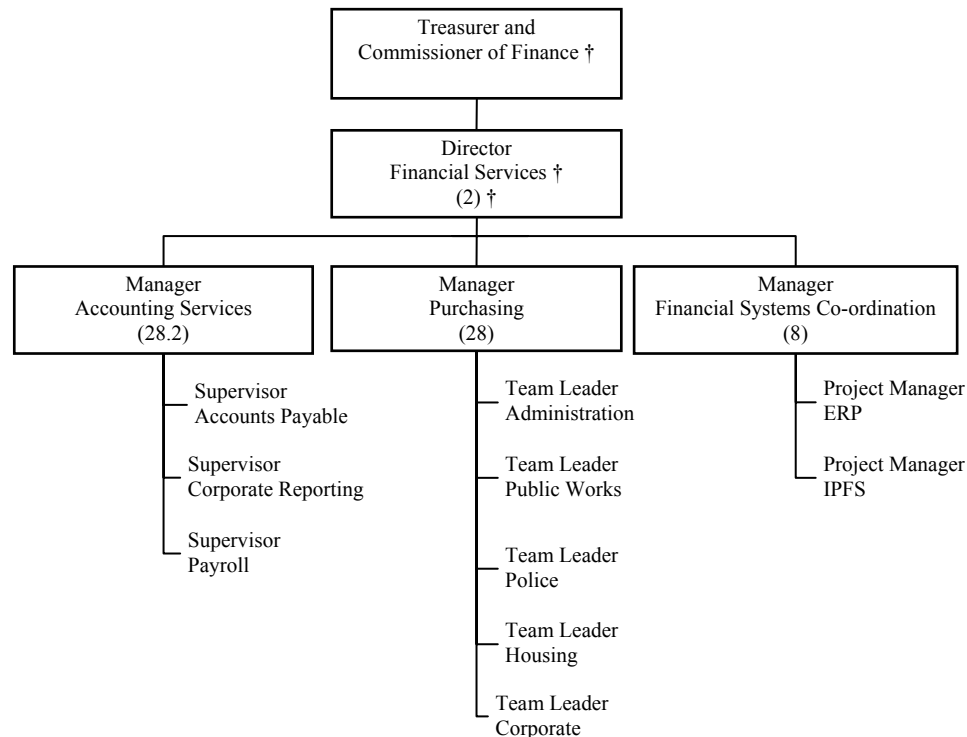
### Employees

Employees of the Region of Peel and Peel Regional Police are issued payroll notices and reimbursed for expenses.

Other client/customers include vendors, purchasing co-operatives and external clients who contract for the Payroll, Purchasing, Accounting and Systems group's services.

## B.4 Overall Organization Structure

### Payroll, Purchasing, Accounting and Systems



**Total Full-time Equivalent (FTE) = 66.2**  
**(reflects Council approved positions only)**

Note:

All positions listed have supervisory responsibilities

( ) Denotes all FTE in the group including the boxed position

† Positions excluded from FTE complement given other division responsibilities

### **B.5 Significant Recent Activities/Initiatives**

- Updating the *Purchasing Control By-Law* and related policies and procedures
- Upgrading the current PeopleSoft HRMS to Version 8.0
- Reorganizing the department and creating Financial Services. In addition, there were smaller sectional adjustments within the new division.
- Completing Activity Based Costing (ABC) models for the major processes/sections

### **C. Trends and Issues**

#### **C.1 Emerging Trends**

- Technological changes continue to accelerate including E-government “single window” web access to services and lifecycles can be quite short
- Elimination of redundant and non-value added activities via process management
- Increased reliance on automation and outsourcing to reduce costs
- Efficient and effective execution and co-ordination of activities is more critical
- Small public sector not-for-profit organizations are increasingly looking for more complete external solutions
- Continued uncertainty regarding municipal governance
- Integration of systems to minimize transaction costs and maximize reporting and analysis
- Increase in realization of importance of role of government (changes in provincial direction, post 9/11 reliance on support network) may impact long-standing budgetary constraints
- Transportation gridlock, which increases demand for infrastructure and also makes it less appealing when trying to attract new employees

#### **C.2 Key Strategic Issues**

- Increasing automation of business processes, (i.e., PeopleSoft, the Internet, etc.)
- Selective decentralization of tasks and self-serve products which go hand-in-hand with automated control
- Increasing emphasis on analysis, reporting and planning
- Establishing functional expertise of Financial Services group among customers
- Greater emphasis on delivering value to customers
- Increased emphasis on need to run like a business

## **D. *Mandate, Objectives and Actions***

### **D.1 Mandate and Objectives**

#### **Mandate:**

Payroll, Purchasing, Accounting and Systems buys, pays, reports and advises in a timely, accurate, reliable and courteous way for cost centre managers to enable programs to obtain and manage goods and services and to carry out the fiduciary responsibility to the Corporation and Council.

#### **Objectives:**

1. Empower customers
2. Improve access to information
3. Develop staff
4. Develop functional expertise

Note: “Empower” is used to describe the situation where a customer has appropriate access and can do the work directly.

### **D.2 Objectives and Actions**

#### **1. Empower customers**

- 1.1 Clarify products and services
- 1.2 Define roles and responsibilities of staff and customers
- 1.3 Develop a systematic approach to determine customer needs and customer satisfaction
- 1.4 Assess automation opportunities
- 1.5 Provide more comprehensive user training
- 1.6 Establish a clear decision-making process for determining optional vs. mandated “self-serve” choices
- 1.7 Evaluate reserves and funding mechanisms for financial systems projects

#### **2. Improve access to information**

- 2.1 Develop and implement a plan to remove barriers to access
- 2.2 Create a financial information access and reporting plan
- 2.3 Deliver more user-friendly tools to enable users to access information on their own
- 2.4 Develop an approach to regularly monitor nature, quality and accuracy of reports created by users

**3. Develop staff**

- 3.1 Develop and implement a comprehensive plan to manage human resources
- 3.2 Create and implement succession and knowledge transfer plan
- 3.3 Develop change management skills
- 3.4 Develop communication and listening skills to enhance customer focus

**4. Develop functional expertise**

- 4.1 Create functional expertise development and management plan
- 4.2 Develop a process to monitor the match between functional expertise required and functional expertise available
- 4.3 Develop and implement a communication plan to market our expertise to customers
- 4.4 Create a Financial Systems Co-ordination work plan

**D.3 Service Principles**

The Regional Values function as the Payroll, Purchasing, Accounting and Systems' service principles.

**D.4 Strategic Plan Connection**

The objectives and actions in the Payroll, Purchasing, Accounting and Systems Service Strategy/Business Plan are consistent with and support the following Goal in the Region's strategic plan, *Directions for Success: Investing in Peel's Future*.

**Goal 5:** Be a leader in the provision and co-ordination of Regional services.

## **E. Monitoring and Measuring the Service Strategy/Business Plan**

### **E.1 Measurement of Objectives/Actions**

Contact the Director of Financial Services for details on the measurement of the objectives and actions.

### **E.2 Performance Targets (not applicable)**

Specific service metrics and targets will be developed and refined for all service areas in time for the 2004 business planning process.

### **E.3 Corporate Performance Measurement and Benchmarking**

#### **1. Program Efficiency**

<b>Payroll, Purchasing, Accounting &amp; Systems</b>								
<b>Process</b>	<b>Service Unit Costs</b>			<b>Unit Cost Growth 03 vs. '02</b>	<b>2003 Service Units</b>			<b>Unit Growth '02 vs '01</b>
	<b>2001</b>	<b>2002</b>	<b>2003</b>					
Payroll	\$ 6.94	\$ 6.82	\$ 7.00	2.6%	127,000	payments		3.3%
Purchasing Services	\$ 1,507	\$ 1,268	\$ 1,253	-1.2%	1,760	P.O.s		25.7%
Accounts Payable	\$ 6.26	\$ 5.99	\$ 5.73	-4.3%	148,500	payments		10.8%
Corporate Reporting	n/a	\$ 1.29	\$ 1.43	10.9%	428,600	transactions		11.3%

Further refinements have been made to the calculation of unit costs and volumes for 2003 in anticipation of the use of more detailed ABC rates and volumes in 2004. Aside from these refinements, changes in unit cost are generally the result of annual fluctuations in volume due primarily to growth and increases in total costs as a result of inflation and performance.

#### **2. Community Impact (not applicable)**

#### **3. Data (not applicable)**

#### **4. Customer Service**

The Service Strategy/Business Plan of Payroll, Purchasing, Accounting and Systems includes the continued surveying of both internal and external clients in regards to service satisfaction as well as actions to refine costs using ABC and benchmarking



processes. This work will include the continued development of objective customer service indicators for all clients groups.

#### **5. External Benchmarking**

As noted above, the Service Strategy/Business Plan of Payroll, Purchasing, Accounting and Systems includes actions to refine costs using ABC and external benchmarking processes.

## **F. 2003 Financial Requirements Presentation**

### **F.1 Current Budget Introductory Comments/Analysis**

For 2003, the Payroll, Purchasing, Accounting and Systems services program of Financial Services has an increase in gross expenditures of \$677,204 or 7.8 per cent. After internal recoveries and other revenues, the net budget increased \$13,478 or 0.3 per cent.

Salaries and benefits accounted for the majority of the impact in gross expenditures with approximately one-third of that increase from newly budgeted staff, merit increases and additional fringe benefit costs.

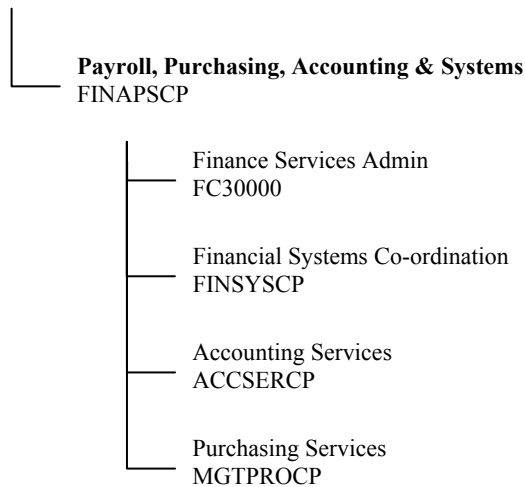
While no new staff is added for 2003, changes during the year in 2002 are not reflected in the previous year's budget. These include an analyst and contract clerical position transferred from Corporate Finance and an additional purchasing analyst hired to support the significant increase in the capital budget of the Water Program.

Fringe benefit increases are related primarily to the elimination of the Ontario Municipal Employees Retirement System (OMERS) pension holiday.

Relatively minor increases are anticipated in the maintenance costs for the Financial Management Information Systems (FMIS) as well as internal charges for rent.

### **F.2 Financial Structure Chart – Current Budget**

#### **FINANCIAL SERVICES FINSERCP**



### F.3 2003 Current Budget

#### 1. Activity Analysis

	Budgeted Net Cost	
	2003	Change from 2002
Payroll, Purchasing, Accounting and Systems	4,763,814	13,478
Net Program Cost	<u>\$4,763,814</u>	<u>\$ 13,478</u>

#### 3.

Budgeted Net Cost/Unit	
2003	Change from 2002
14.74	(0.31)
<u>\$ 14.74</u>	<u>\$ (0.31)</u>

#### 2. Account Analysis

	Budgeted Gross & Net Cost	
	2003	Change from 2002
Goods & Services	2,600,361	722,634
Salaries & Wages	4,050,185	704,970
Capital Financing	2,692,000	(750,400)
Gross Program Cost	9,342,546	677,204
Fees, Charges & Other	4,578,732	663,726
Net Program Cost	<u>\$4,763,814</u>	<u>\$ 13,478</u>

	Budgeted Units of Service	
	2003	Change from 2002
Brampton	104,600	3,800
Caledon	17,200	600
Mississauga	201,400	3,200
Total Households	<u>323,200</u>	<u>7,600</u>

**4. Budget Variance Explanation**

	Net Program Costs Change from 2002
Increase in software maintenance on FMIS	39,000
Increase due to IPFS becoming operational	961,000
Less: Reduction to reserve contribution to finance IPFS development and increase in IPFS internal charge recoveries	(960,000)
Increase in internal charges for rent net of other decreases	34,000
Increase in salaries due to analyst and contract clerical positions transferred from Corporate Finance without budget redeployment and Purchasing analyst to support water capital program	170,000
Increase in salaries due to merit progression increases	181,000
Increase in fringe benefits due primarily to the ending of the OMERS pension holiday.	133,000
Increase in internal charge recoveries	(544,522)
<b>Net Program Cost Variance</b>	<b>\$ 13,478</b>

# **METER AND REVENUE SERVICES**

*METER AND REVENUE SERVICES  
2003 SERVICE STRATEGY/BUSINESS PLAN*

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For F.4 to F.5 (inclusive), please refer to the Meter and Revenue Services section of the 2003 Capital Budget and 2004–2012 Capital Forecast document.

**A. Background**

**A.1 Preparing the Service Strategy/Business Plan**

Team members who participated in the development of this document include:

Dave Bingham, Director, Financial Services  
Lisa Lougheed, Administrative Assistant, Financial Services  
Mary Ellen Duff (Facilitator), Executive Assistant, Finance  
Monique Hynes, Manager, Accounting Services  
Tony LoConsolo, Manager, Meter Operations  
James Macintyre, Manager, Purchasing  
Steve McHugh, Manager, Financial Systems Co-ordination  
Bruce Ritchie, Manager, Accounts Receivable,  
Almas Abdullah, Project Manager, AquaPeel, IT Services  
Monica Anderson, Supervisor, Payment Processing  
Deborah Boychuck, Supervisor, New Accounts  
Tony Doyle, Supervisor, Meter Reading  
Mike Georger, Supervisor, Installation and Repair  
Gail Hennings, Supervisor, General Receivables and Collection  
Gayle Jansen, Supervisor, Billing Operations

Preparation of the document began in April 2002 and was completed by mid-June 2002. Front-line staff validation in the form of comments and feedback were received during the process.

**A.2 Key Contacts**

Dave Bingham, Director, Financial Services  
905-791-7800, ext. 4996  
[BinghamD@region.peel.on.ca](mailto:BinghamD@region.peel.on.ca)

**A.3 Additional Information**

This Service Strategy/Business Plan is one of two detailed work plans of Financial Services. These are the first work plans created since the division was established last year.



**B. Description of Current Services**

**B.1 Program Location Map**

Meter and Revenue Services, of Financial Services of the Finance Department, is located primarily at Regional headquarters at 10 Peel Centre Drive and at 2 Copper Road.

**B.2 Profile of Current Services**

The two sections involved in this service strategy are Accounts Receivable (A/R) and Meter Operations. Key work activities can be broken down into three discrete areas:

**Accounts Receivable (A/R) – General**

Provides A/R services for other programs including, billing, collections and deposit services

**Accounts Receivable – Water and Wastewater Services**

Provides A/R services for the Peel water and wastewater services including new account set-up, billing, customer service, collections and payment processing

**Meter Operations**

Provides meter installation, repair and replacement of meters and meter reading services for both residential and commercial customers

**B.3 Description of Clients/Customers**

**Water and Wastewater Ratepayers**

Those receiving a bill for Regional water and wastewater services. This includes both individual ratepayers and ratepayers as a collective group

**Cost Centre Managers**

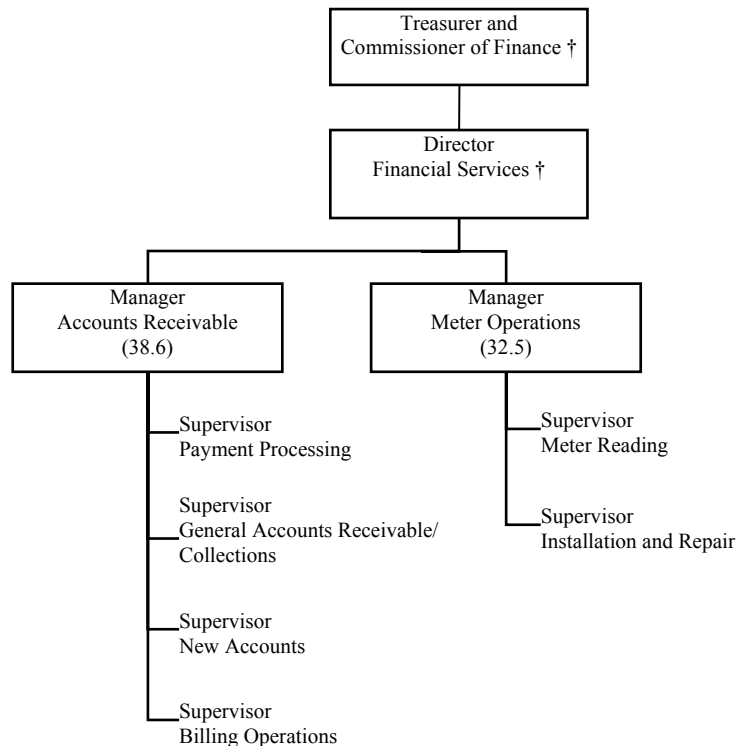
Other client/customers, who want to produce a bill for services rendered, which includes Public Works, Health and Housing

**Regional Council**

Since the group has a fiduciary responsibility, a small but important customer is Regional Council. The 22 member Regional Council includes the Regional Chair and Regional Councillors from the City of Mississauga, City of Brampton and the Town of Caledon.

## B.4 Overall Organization Structure

### Meter and Revenue Services



**Total Full-time Equivalent (FTE) = 71.1**  
(reflects Council approved positions only)

Note:

All positions listed have supervisory responsibilities.

( ) Denotes all FTE in the group including the boxed position.

† Positions excluded from FTE complement given other division responsibilities.

## B.5 Significant Recent Activities/Initiatives

- Completing Activity Based Costing (ABC) and process mapping
- Responding to high staff turnover
- Responding to a record volume of new installation and new accounts
- Creating a formal meeting forum for the sections making up this group
- Advancement of electronic bill presentment from pilot stage to operational
- Outsourcing of opening payments, proofing and processing of water and wastewater bills (use of lock box)

## **C. Trends and Issues**

### **C.1 Emerging Trends**

- Technological changes continue to accelerate, including E-government “single window” web-access to services and lifecycles can be quite short
- Elimination of redundant and non-value added activities via process management
- Increased reliance on automation and outsourcing to reduce costs
- Efficient and effective execution and co-ordination of activities is critical
- Small public sector not-for-profit organizations are increasingly looking for more complete external solutions
- Continued uncertainty regarding municipal governance
- Integration of systems to minimize transaction costs and maximize reporting and analysis
- Increase in realization of importance of role of government (changes in provincial direction, post 9/11 reliance on support network) may impact long-standing budgetary constraints
- Infrastructure is approaching the end of its lifecycle and will require replacement

### **C.2 Key Strategic Issues**

- Changing technology, including customer information system upgrades, Internet, Automated Meter Reading/Radio Frequency (AMR/RF) technology, notebooks, “integration of data”, outsourcing of enterprise systems, greater prominence of external systems
- Automating the interface between the customer and the Region, which involves decentralizing data entry/inquiry to customer, increase of self-service and reduction and/or consolidation of call centre
- Greater demand for stronger controllership, which includes database management, policing the A/R function, obtaining more A/R customers such as Development Charges
- Human resources planning, including succession planning, training, skills upgrading and certification requirements
- Cross-functional decision-making, which means tearing down silos, acting as a team with others in the Region and no “Us versus Them”
- Quantitative analysis, which supports fact-based decision-making

## **D. *Mandate, Objectives and Actions***

### **D.1 Mandate and Objectives**

#### **Mandate:**

Meter and Revenue Services determines, collects, records and analyzes revenues in an efficient, equitable and professional way for anyone who gets, issues or requests a Regional bill to help programs provide quality and sustainable Peel services and to carry out the fiduciary responsibility to the Corporation and Council.

#### **Objectives:**

1. Empower and enable customers
2. Expand our controllership role within the Region
3. Develop staff
4. Enhance fact-based decision-making

Note that the group makes the distinction between “empower” and “enable”. “Empower” is used to describe the situation where a customer has appropriate access and can do the work directly. “Enable” is used to describe the situation where a customer has read-only access and cannot make any additions, deletions or changes to the information.

### **D.2 Objectives and Actions**

#### **1. Empower and enable customers**

- 1.1 Formalize capturing customer feedback (in all forms)
- 1.2 Develop decision-making framework for adding/changing/deleting customer service options
- 1.3 Evaluate alternative automated processes
- 1.4 Develop co-operative support system with IT
- 1.5 Create and implement a customer service plan
- 1.6 Educate customers on services available (and not available)

#### **2. Expand our controllership role within the Region**

- 2.1 Define roles and responsibilities and obtain understanding and agreement by staff, business units and Executive Management Team (EMT)/Corporate Management Team (CMT)
- 2.2 Develop systematic monitoring and reporting on controllership and create an EMT/CMT/Management feedback loop

**3. Develop staff**

- 3.1 Develop and implement a comprehensive plan to manage human resources
- 3.2 Create and implement a succession and knowledge transfer plan
- 3.3 Develop change management skills
- 3.4 Develop communication and listening skills to enhance customer focus

**4. Enhance fact-based decision-making**

- 4.1 Create decision-making framework
- 4.2 Formalize data gathering
- 4.3 Increase use of quantitative analysis

**D.3 Service Principles**

The Regional Values function as the Meter and Revenue Services' service principles.

**D.4 Strategic Plan Connection**

The objectives and actions in the Meter and Revenue Services Service Strategy/Business Plan are consistent with and support the following Goals in the Region's strategic plan, *Directions for Success: Investing in Peel's Future*.

**Goal 3:** Preserve, protect and enhance Peel's natural environment and resources.

**Goal 5:** Be a leader in the provision and co-ordination of Regional services.

## **E. Monitoring and Measuring the Service Strategy/Business Plan**

### **E.1 Measurement of Objectives/Actions**

Contact the Director of Financial Services for details on the measurements of the objectives and actions.

### **E.2 Performance Targets (not applicable)**

Specific service metrics and targets will be developed and refined for all service areas in time for the 2004 business planning process

### **E.3 Corporate Performance Measurement and Benchmarking**

#### **1. Program Efficiency**

<b>Meter &amp; Revenue Services</b>								
<b>Process</b>	<b>Service Unit Costs</b>			<b>Unit Cost Growth '03 vs. '02</b>	<b>2003 Service Units</b>			<b>Unit Growth '02 vs '01</b>
	<b>2001</b>	<b>2002</b>	<b>2003</b>					
Meter Installation/Repair	\$ 25.90	\$ 26.18	\$ 29.50	12.7%	18,810	works orders		-2.6%
Meter Reading:								
Residential	\$ 0.78	\$ 0.78	\$ 0.77	-1.3%	889,000	reads		4.6%
Commercial	\$ 2.11	\$ 2.22	\$ 2.30	3.6%	81,400	reads		0.0%
Accounts Receivable	\$ 4.02	\$ 3.91	\$ 4.00	2.3%	1,034,861	invoices		5.5%
Meter Replacements:								
Residential	\$ 25.93	\$ 28.72	\$ 30.40	5.8%	1,600	meters		0.0%

Further refinements have been made to the calculation of unit costs and volumes for 2003 in anticipation of the use of more detailed ABC rates and volumes in 2004. Aside from these refinements, changes in unit cost are generally the result of annual fluctuations in volume due primarily to growth and increases in total costs as a result of inflation and performance. The exception is Meter Installation/Repair where unit cost growth has increased significantly due to a provincial requirement to now use licensed plumbers for commercial meter installation and repairs.

#### **2. Community Impact (not applicable)**

#### **3. Data (not applicable)**

#### **4. Customer Service**

The Service Strategy/Business Plan of Meter and Revenue Services includes the continued surveying clients in regards to service satisfaction as well as actions to refine costs using ABC and benchmark processes. This work will include the continued development of objective customer service indicators for all clients groups.

#### **5. External Benchmarking**

As noted above, the Service Strategy/Business Plan of Meter and Revenue Services includes actions to refine costs using ABC and external benchmark processes.

## **F. 2003 Financial Requirements Presentation**

### **F.1 Current Budget Introductory Comments/Analysis**

For 2003, the Meter and Revenue Services program of Financial Services has an increase in gross spending of \$551,366 or 6.3 per cent over the 2002 gross budget of \$8,729,885. The net budget, after internal allocations and other revenues, has increased by \$26,879.

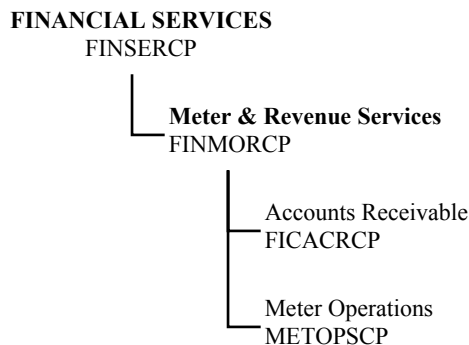
It is anticipated that billing volumes will increase by 5.4 per cent. This increase in new accounts is driving the increase in printing, bank fees and contract service costs.

Approximately two-thirds of the cost for increased training and knowledge transfer needs identified in the Service Strategy/Business Plan has been funded by savings from reduced internal service costs in administration, data centre services and rent.

An increase in new equipment costs with 10 year warranties is largely offset by a reduction in the repair of small meters with one year warranties.

The balance of increases is largely the result of salary progressions and fringe benefits with the ending of the Ontario Municipal Employees Retirement System (OMERS) pension holiday. No additional staff was proposed for 2003.

### **F.2 Financial Structure Chart – Current Budget**





### F.3 2003 Current Budget

#### 1. Activity Analysis

	Budgeted Net Cost	
	2003	Change from 2002
Meter & Revenue Services	(59,922)	26,879
Net Program Cost	<u>\$ (59,922)</u>	<u>\$ 26,879</u>

#### 3.

	Budgeted Net Cost/Unit	
	2003	Change from 2002
	(0.19)	0.09
	<u>\$ (0.19)</u>	<u>\$ 0.09</u>

#### 2. Account Analysis

	Budgeted Gross & Net Cost	
	2003	Change from 2002
Goods & Services	3,922,114	253,073
Salaries & Wages	3,572,719	266,917
Capital Financing	<u>1,786,418</u>	<u>31,376</u>
Gross Program Cost	9,281,251	551,366
Fees, Charges & Other	<u>9,341,173</u>	<u>524,487</u>
Net Program Cost	<u>\$ (59,922)</u>	<u>\$ 26,879</u>

	Budgeted Units of Service	
	2003	Change from 2002
Brampton	104,600	3,800
Caledon	17,200	600
Mississauga	<u>201,400</u>	<u>3,200</u>
Total Households	<u>323,200</u>	<u>7,600</u>

#### 4. Budget Variance Explanation

	<u>Net Program Costs</u> <u>Change from</u> <u>2002</u>
Increase in fleet maintenance and fuel costs due to anticipated increase in prices and usage	30,000
Increase in printing, banking fees, contracted billing services and internal charges as a result of increased volumes	129,000
Increase in training and knowledge transfer costs to mitigate the impact of pending retirements	99,000
Savings from reduction in costs of computer leases, data centre charges, rent and administration	(62,000)
Increase in equipment costs due to the increase in billing volumes, meter installations and replacements instead of the repair of small meters	55,000
Increase in salaries due to merit progression increases	141,500
Increase in benefits due primarily to ending of OMERS pension holiday	127,000
Inflationary increase in reserve contributions of 2.5 per cent	31,000
Less: Increase in internal recoveries	(423,621)
Less: Increases in Fees & Service Charges	(100,000)
<b>Net Program Cost Variance</b>	<u><b>\$ 26,879</b></u>

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# **INFORMATION TECHNOLOGY SERVICES**

*INFORMATION TECHNOLOGY SERVICES  
2003 SERVICE STRATEGY/BUSINESS PLAN*

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**For F.4 to F.5 (inclusive), please refer to the Information Technology Services section of the 2003 Capital Budget and 2004–2012 Capital Forecast document.**

## **A. Background**

### **A.1 Preparing the Service Strategy/Business Plan**

The work on the Service Strategy/Business Plan was undertaken under the direction of the Information Technology Services Management Team:

Roy Wiseman, Director  
Louise Boutin, Manager Technology Infrastructure  
Marisa Kertesz, Manager Technology Service Centre  
Patrick McDade, Manager Business Solutions – Direct Service Programs  
Claire McKay, Manager Business Solutions – Internal Service Programs

The work began in the spring 2002 and involved eight workshops, one all staff meeting and a two-day excellence assessment. After the first few sessions, it was decided to include all supervisors in the development of the Service Strategy/Business Plan. The expanded workshops resulted in improved understanding of and commitment to the Service Strategy/Business Plan.

### **A.2 Key Contacts**

Roy Wiseman, Director  
905-791-7800, ext. 4512  
[wisemanr@region.peel.on.ca](mailto:wisemanr@region.peel.on.ca)

### **A.3 Additional Information**

This Service Strategy/Business Plan was built on an earlier business plan developed by the division in 1998. It included third party interviews with key Regional clients of the Information Technology Services as input into the analysis of client/customer needs.

## **B. *Description of Current Services***

### **B.1 Program Location Map**

Information Technology Services is located primarily on the 3rd floor of 10 Peel Centre Drive. However, some division staff is located within client departments, including at 44 Peel Centre Drive. The Region's backup Data Centre is located at the Public Works Yard at 3515 Wolfedale Road.

### **B.2 Profile of Current Services**

Information Technology Services provides services through four main areas:

#### **Information Technology Administration**

Information Technology Administration provides overall direction and management for the division, as well as administrative and financial support for division management and staff.

#### **Technology Infrastructure**

Technology Infrastructure plans, manages and supports the Region's corporate technology infrastructure, including the Public Sector Network, the Region's voice and data network, and the corporate Data Centres, which house major corporate applications including Payroll/Human Resources Management System (HRMS), Financial Systems, AquaPeel, Infrastructure Management System, Geographic Information Systems (GIS), Pathways, e-mail, Internet access and the Regional Web site.

#### **Business Solutions**

Business Solutions has two sections, each supporting a distinct group of client departments, working with those clients to identify technology opportunities and to recommend, implement and support technology solutions that address their business needs.

- **Business Solutions, Internal Service Programs** is responsible for the technology needs of Finance, Human Resources, Police, and Corporate Services, including such applications as AquaPeel, PeopleSoft, Pathways and the Regional Web site
- **Business Solutions, Direct Service Programs** responds to the technology needs of Public Works, Planning, Health, Social Services, and Housing, as well as providing GIS services across the Corporation



### **Technology Service Centre**

Technology Service Centre provides a central Service Desk and technology support team, providing clients with a single point of contact, “one-call does it all” philosophy for:

- Resolving technical and application problems
- Establishing or restoring voice, network, application or data access
- Ordering and installing new technology
- Technology moves and changes
- Technology “how to” support and coaching in effective use

The Technology Service Centre is also responsible for implementation and management of the corporate client computing environment, including client desktop hardware and office productivity software, such as Microsoft Office, Outlook and other corporate standard products.

### **B.3 Description of Clients/Customers**

#### **Corporate**

Information Technology Services provides the Corporation with services related to the provision of technology services including information and application architecture, adequate capacity, planning, security and disaster recovery planning.

#### **Regional Employees**

Information Technology Services integrates all technology (i.e., computers, telephones, copiers, fax, cellular, hand-held) used by employees and provides services related to ordering, using and supporting these technologies.

#### **Regional Departments**

Information Technology Services works with all Regional departments and assists in developing annual work plans and service level agreements for the technology services provided.

#### **Other Partners and Stakeholders**

Information Technology Services is involved in collaboration and information sharing with other public and private sector organizations, including providing technology advice and assistance, when requested.

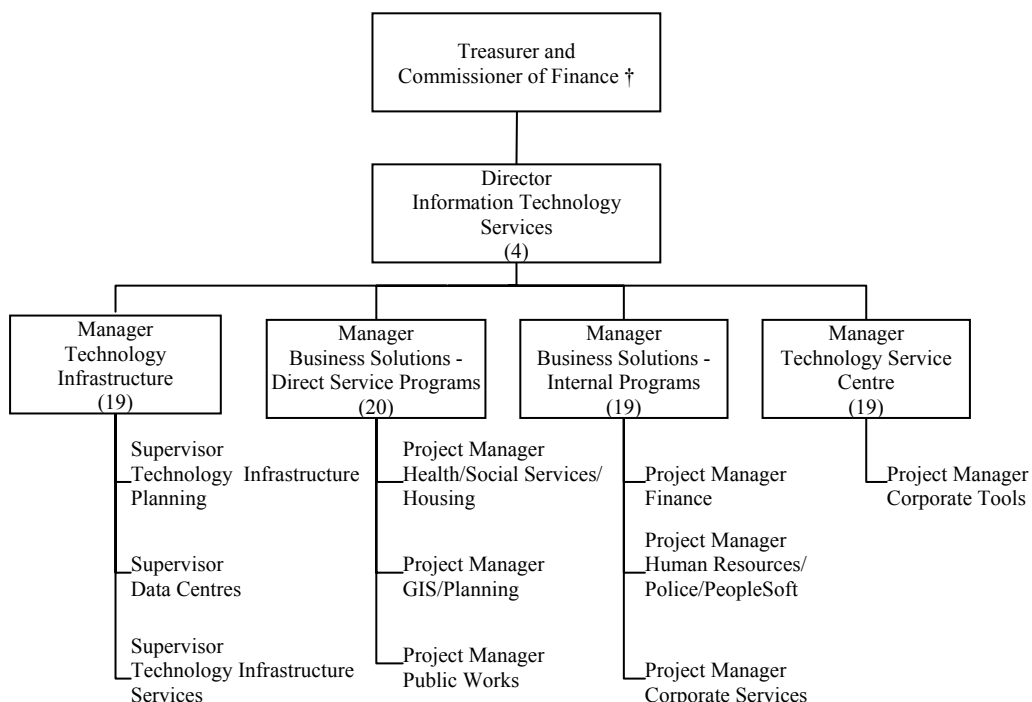
## Public

Information Technology Services will become involved in partnerships with other Regional programs in the implementation and support of E-government services.

Contact the Director of Information Technology for more detailed information on clients/customers.

## B.4 Overall Organization Structure

### Information Technology Services



**Total Full-time Equivalent (FTE) = 81.0**  
(reflects Council approved positions only)

Note:

All positions listed have supervisory responsibilities.

( ) Denotes all FTE in the group including the boxed position.

† Positions excluded from FTE complement given other division responsibilities.

## **B.5 Significant Recent Activities/Initiatives**

- Improved Information Technology Customer Service by establishing Technology Service Centre Section, focusing on direct provision of technology service and support, based on a central service desk and decentralized field support
- Public Sector Network (PSN) now connects 157 Peel public sector sites for the Region, City of Brampton, City of Mississauga, Credit Valley Hospital, Trillium Health Centre, William Osler Health Centre and Sheridan College
- Received both Technology in Government and Showcase Ontario awards for PSN
- Built backup Data Centre/Disaster Recovery site at Wolfedale
- Enhanced Data Centre capacity and disaster recovery by acquiring additional servers and implementing a Storage Area Network to house all corporate data with disk mirroring between Data Centres
- Completed Electronic Information Management (EIM) pilots and received approval for corporate-wide implementation
- Received both internal (Together We're Better) and external (E.A. Danby Award) recognition for EIM
- Executive Management Team (EMT) approval of E-government strategy for enhanced electronic service delivery through the Internet
- Established GIS Steering Committee and new GIS team within Information Technology Services
- Partnered with other agencies to acquire key GIS data (orthoimagery, Teranet)
- Developed new GIS applications both corporately (Discover Peel) and for specific clients (Health, Children's Services)
- Prepared GIS Service Strategy
- Completed and implemented Integrated Planning and Finance System (IPFS), Phase I in three departments
- Received external recognition for IPFS through Showcase Ontario award
- Among the first Canadian organizations to implement Version 8.0 of HRMS, and implementing Version 8.0 of Financials
- Supported clients in preparing business plans/priorities for both HRMS and Financials
- Substantially reduced reliance on external consultants for ongoing applications development or support, which is best carried out by permanent staff
- Successfully implemented Computer Upgrades for Peel's Information Devices (CUPID) initiative in 2002, building on previous Desktop 2000 initiative

## **C. *Trends and Issues***

### **C.1 Emerging Trends**

- Move towards “corporate” information, applications and solutions
- Increased dependence on technology to operate in a work environment
- Ongoing needs for technology training at all levels
- Technology projects increasingly interdisciplinary and led by client Project Managers, rather than by Information Technology Services
- Shorter technology lifecycles
- Business activities and technology solutions are increasingly interdependent and complex
- Wireless technology emerging to support a mobile workforce
- Growing client base, with potential to double as technology provided to non-office staff
- Increased access to and use of regional information and technology directly by the public for “self service” applications
- Public interest in “one window” service access
- Increased importance of business continuity, security and privacy

### **C.2 Key Strategic Issues**

- Defining and moving to a Chief Information Officer role
- Strengthening partnerships with departmental senior management to identify and address technology needs and opportunities
- Establishing a corporate technology planning process to ensure integration of technology plans at all levels – corporate, departmental, by project, and between sections of Information Technology Services
- Developing roles, responsibilities and processes for managing business projects involving technology
- Building the Information Technology Services team into a cohesive team, incorporating best practices, documented processes and improved internal communications
- Attracting, developing and retaining top Information Technology professionals
- Maintaining a leadership position in technology
- Working collaboratively with a broad range of internal and external groups (including the private sector)

## **D. *Mandate, Objectives and Actions***

### **D.1 Mandate and Objectives**

#### **Mandate:**

Information Technology Services will plan and deliver innovative, integrated, customer focused information and technology services.

#### **Objectives:**

1. Assume responsibility for corporate technology planning
2. Maintain a leadership position in technology
3. Practice service excellence
4. Build the Information Technology Services team
5. Address client business technology needs

### **D.2 Objectives and Actions**

- 1. Assume responsibility for corporate technology planning**
  - 1.1 Create a vision for information and technology for the Region
  - 1.2 Develop a corporate technology plan, integrating key elements from departmental technology plans
  - 1.3 Develop a technology disaster recovery plan
  - 1.4 Communicate the vision and plan across the Corporation
  - 1.5 Establish role of Information Technology Services in data and information management
  - 1.6 Co-ordinate corporate information technology initiatives
  - 1.7 Coach departments in the implementation of their technology
- 2. Maintain a leadership position in technology**
  - 2.1 Provide ongoing technical training and development of Information Technology Services staff
  - 2.2 Continue to invest in technology infrastructure
  - 2.3 Undertake research and development of new technology products
  - 2.4 Participate in benchmarking with other organizations
  - 2.5 Foster relationships with Regional departments, other municipalities, government agencies and the private sector
- 3. Practice service excellence**
  - 3.1 Adopt proven methodologies for Information Technology service delivery (e.g. change management, incident management, etc.)
  - 3.2 Develop a customer service strategy
  - 3.3 Implement performance measurement and reporting for all services

- 3.4 Prepare service strategies/business plans for units in Information Technology Services
- 3.5 Fully implement a project management methodology and system
- 3.6 Develop a technology asset management plan

**4. Build the Information Technology Services team**

- 4.1 Identify and document key business processes for Information Technology Services
- 4.2 Increase involvement of supervisors in the management of the division
- 4.3 Improve internal communications and information sharing
- 4.4 Review the division's organization structure for planning and delivery of services
- 4.5 Attract, develop and retain top information technology professionals

**5. Address client business technology needs**

- 5.1 Provide opportunities for expanding technology awareness
- 5.2 Undertake research in best information technology practices for Regional businesses
- 5.3 Update, expand and enforce corporate Information Technology user standards and policies
- 5.4 Work with clients to identify and address information technology needs
- 5.5 Identify opportunities for cost effectiveness through the use of technology
- 5.6 Keep client technologies current

Contact the Director of Information Technology Services for details on the timeframes for when each action should start and the financial implications.

**D.3 Service Principles**

In support of the Regional Values, Information Technology Services has the following service principles:

- Value our ability to use technology to help clients deliver enhanced cost effective business services
- Are committed to making information technology services universally available
- Are responsible custodians of the technology infrastructure

- Recognize data as a key corporate resource which should be available to and shared by all Regional businesses
- Are committed to innovation and searching out new technology to meet future needs

#### **D.4 Strategic Plan Connection**

Information Technology provides Corporate support services. As such, the objectives and actions in the Service Strategy/Business Plan directly support Goal 5, “Be a leader in the provision and co-ordination of Regional services” and the seven Strategic Directions in the Region’s strategic plan, ***Directions for Success: Investing in Peel’s Future.***

**E. Monitoring and Measuring the Service Strategy/Business Plan**

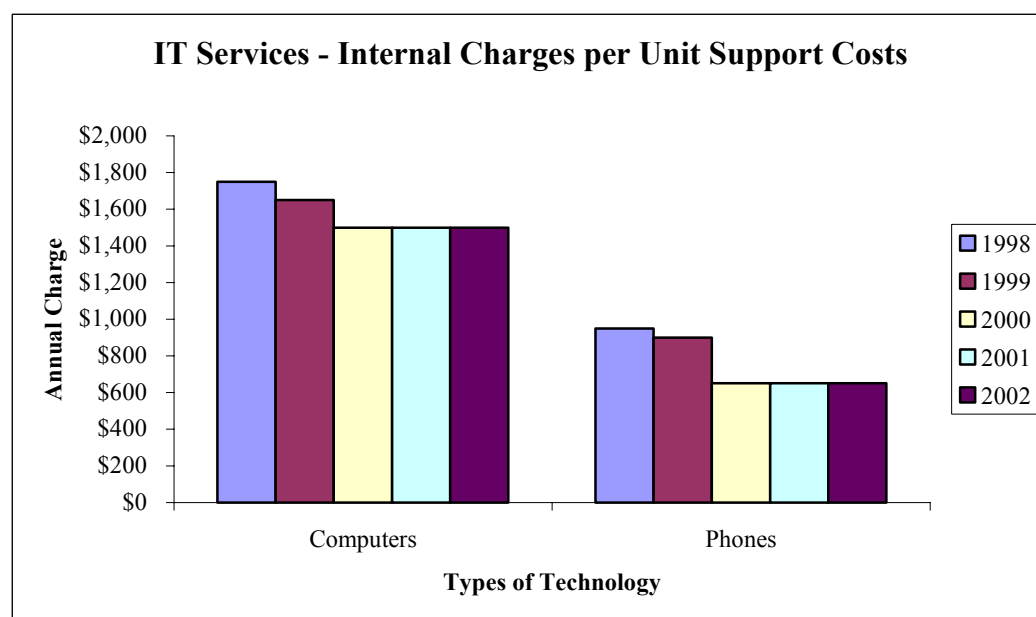
**E.1 Measurement of Objectives/Actions**

Contact the Director of Information Technology for details on the measurement of the objective and actions.

**E.2 Performance Targets (not applicable)**

**E.3 Corporate Performance Measurement and Benchmarking**

**1. Program Efficiency**



The Region of Peel allocates support costs based on the type of technology used. Information Technology Services has reduced its support costs by \$250 per computer and by \$300 per telephone since 1998. This has been reflected in lower recharges to technology users in all Regional departments.

Unit support costs for 2002 and 2003 for both computers and phones have not changed from the 2001 level

**2. Community Impact (not applicable)**

**3. Data (not applicable)**



#### **4. Customer Service**

Customer Service continues to be a major focus of Information Technology Services. The division has adopted the following Customer Service Statement to guide its provision of service to its (primarily) internal clients:

“As a Team, Information Technology Services is committed to providing total customer satisfaction, by helping our customers meet or exceed their business needs.”

Following an organizational review of Information Technology Customer Service in 2000, Information Technology Services has implemented a centralized Help Desk and Technology Support Team that provides Information Technology Services’ clients with a single point of contact for all technology requests and the resolution of client issues.

#### **5. External Benchmarking**

The Region of Peel’s ratio of one Information Technology Staff position for every 24.7 computer users places the Region in the middle of the selected regional and area municipalities (2001 data). Note that a higher number implies more users per Information Technology staff member and a correspondingly lower ability to provide quality information technology support.

**F. 2003 Financial Requirements Presentation**

**F.1 Current Budget Introductory Comments/Analysis**

For the 2003 budget year, Information Technology Services' net operating budget of \$3,764,569 compared to \$3,755,306 last year, has an increase of \$9,263 or 0.2 per cent.

The 2003 budget is essentially flat compared to last year. However, there were certain expense categories that created an upward pressure on the bottom line such as salaries, equipment maintenance and contribution to Information Technology New Capital reserve.

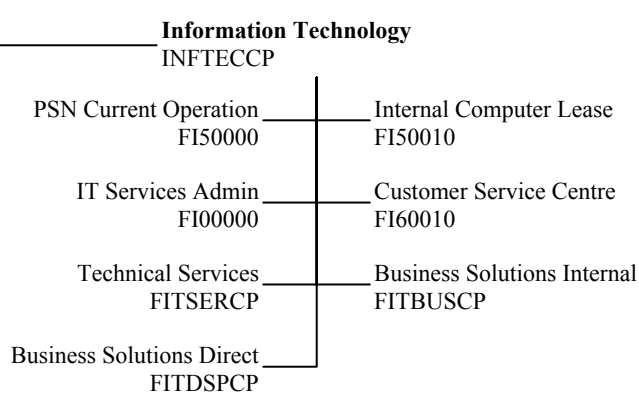
Even though Information Technology Services held the 2003 staff complement to the 2002 level, i.e., a zero per cent increase, annual merit increases and a provision for the resumption of the employer's contribution to the Ontario Municipal Employees Retirement System (OMERS) pension plan have resulted in an overall increase in salary expenses for 2003 of 6.8 per cent.

The past year has seen an expansion of the Network Infrastructure environment at the Region, including the establishment of a Disaster Recovery site at Wolfedale. Associated maintenance costs for the infrastructure equipment have also resulted in an increase in operating expenses. Similarly, contribution to the Information Technology New Capital Reserve is increasing in 2003 to address funding requirements for Information Management initiatives such as E-government.

Notwithstanding these increases, cost savings have been realized on several fronts, such as reducing reliance on external consultants and incurring less GIS data maintenance costs. In addition, by providing an increased level of network support to the client community, Information Technology Services has been able to generate sufficient recoveries to offset most of the cost increases.

## F.2 Financial Structure Chart – Current Budget

**FINANCE SERVICES**  
FINANCCP



### F.3 2003 Current Budget

#### 1. Activity Analysis

	Budgeted Net Cost	
	2003	Change from 2002
Information Technology	3,764,569	9,263
Net Program Cost	<u>\$ 3,764,569</u>	<u>\$ 9,263</u>

#### 3.

	Budgeted Net Cost/Unit	
	2003	Change from 2002
	11.65	(0.25)
	<u>\$ 11.65</u>	<u>\$ (0.25)</u>

#### 2. Account Analysis

	Budgeted Gross & Net Cost	
	2003	Change from 2002
Goods & Services	3,785,515	(193,302)
Salaries & Wages	5,821,644	370,121
Capital Financing	5,543,146	1,593,146
Gross Program Cost	15,150,305	1,769,965
Fees, Charges & Other	11,385,736	1,760,702
Net Program Cost	<u>\$ 3,764,569</u>	<u>\$ 9,263</u>

	Budgeted Units of Service	
	2003	Change from 2002
Brampton	104,600	3,800
Caledon	17,200	600
Mississauga	201,400	3,200
Total Households	<u>323,200</u>	<u>7,600</u>

#### 4. Budget Variance Explanation

	Net Program Costs
	Change from
	2002
Net increase in recoveries for computer and network infrastructure support due to an increase in the number of Regional computers and technology enhancements to the network environment.	(390,000)
Net increase in salary costs due to annual salary and fringe benefit cost increase, including a provision for the resumption of employer pension plan contribution.	370,121
Net increase in equipment maintenance costs due to the purchase of additional infrastructure equipment for additional capacity and disaster recovery.	163,000
Increase in the contribution to the Information Technology new Capital Reserve to address funding requirements for information management initiatives such as E-government.	150,000
Cost savings to be realized from less reliance on consultants, a reduction in GIS maintenance costs and recovery for client telephone long distance usage.	(192,000)
Reduction in Internal Charges as a result of lower computer lease costs and lower rent charges due to less space requirements.	(45,000)
Other operating costs.	(46,858)
<b>Net Program Cost Variance</b>	<b>\$ 9,263</b>

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# INTERNAL AUDIT

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<b>F.4 to F.5 (inclusive) are not applicable.</b>		

**A. Background**

**A.1 Preparing the Service Strategy/Business Plan**

A group consisting of the following members developed the Service Strategy/Business Plan for Internal Audit:

Larry Hawes, Director, Internal Audit  
Beate Wilson, Manager, Internal Audit  
Mary Ellen Duff, Executive Assistant, Finance  
Joan Appleton, Senior Internal Auditor  
Sean Lee, Senior Internal Auditor  
Grace Philips, Senior Internal Auditor  
Archana Gupta, Internal Auditor

The Service Strategy/Business Plan was developed through a series of workshops, between the last week of May 2002 and mid-July 2002. The process included a two-day excellence assessment. While not included in this plan, there are numerous back-up documents available for reference.

**A.2 Key Contacts**

Larry Hawes, Director  
905-791-7800, ext. 4257  
[hawesl@region.peel.on.ca](mailto:hawesl@region.peel.on.ca)

**A.3 Additional Information**

The creation of this document, with involvement of the entire Internal Audit staff, served to further strengthen the Internal Audit team, ensure various perspectives and ideas were included in the data gathering and consolidation stages, and provided an opportunity for the team to broaden their understanding of the role of Internal Audit within the Region of Peel.

## **B. *Description of Current Services***

### **B.1 Program Location Map**

Internal Audit is part of the Region's Finance department and is located at 10 Peel Centre Drive.

### **B.2 Profile of Current Services**

Internal Audit has five key work activity areas:

#### **Assurance**

Work activity involves formal reports to management and the Audit Subcommittee, reporting the status of selected operations with recommendations and action plans for improvement.

#### **Risk Analysis**

The Region is a large organization, and as a result Internal Audit must select areas of greatest risk and focus audits in these areas. The Risk Based Internal Audit Work Plan is approved by the CAO and submitted to the Audit Subcommittee.

#### **Special Projects**

Such projects involve addressing any concerns senior management may have about operations in specific areas, or using internal audit skills for special needs.

#### **Advice**

Management seeks assistance in designing new processes or requests Internal Audit to participate on corporate committees and teams.

#### **Education**

Internal Audit makes presentations or prepares reports on management control issues, such as fraud prevention.

### **B.3 Description of Clients/Customers**

#### **Regional Council**

Our 22 member Regional Council includes the Regional Chair and Regional Councillors from the City of Mississauga, City of Brampton and the Town of Caledon.

### **Audit Subcommittee**

The Regional Chair and a Regional Councillor from each of the area municipalities participate on the Audit Subcommittee.

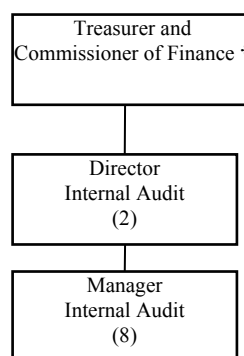
### **Executive Management Team**

Our Executive Management Team is comprised of the CAO, Regional Commissioners, Director of Human Resources and the Director of Strategic Initiatives.

The central stakeholders are the residents of Peel, as Internal Audit has responsibility for objective, independent evaluation of the Region of Peel's programs, services and systems.

## **B.4 Overall Organization Structure**

### **Internal Audit**



**Total Full-time Equivalent (FTE) =10.0**  
**(reflects Council approved positions only)**

Note:

All positions listed have supervisory responsibilities.

( ) Denotes all FTE in the group including the boxed position.

Two staff have been seconded to a special project.

† Positions excluded from FTE complement given other division responsibilities

### **B.5 Significant Recent Activities/Initiatives**

- Development of the Internal Audit Pathways site to promote the Internal Audit program
- Completed research for the Corporation on “How to do Contract Auditing”
- Implemented audit effectiveness survey
- Lead and facilitated the corporate-wide excellence assessment
- Completed first comprehensive audit of Property Services
- Completed first audit of the AquaPeel System in Finance and Public Works
- Completed all audit projects as outlined in annual work plan

## **C. *Trends and Issues***

### **C.1 Emerging Trends**

- Increasing trend toward external validation and objective appraisal of professional standards, accreditation and peer reviews
- Expanding role of Internal Audit within the public sector
- Increasing challenge to attract, keep, motivate and develop qualified staff
- Focus on alternative service delivery mechanisms, which could increase the risk of publicly-funded programs and services
- Growing client/customer demands for service
- Transfer of services from the province to the municipalities
- Increasing public scrutiny of the financial and administrative management of public and private organizations
- Increasing demand for electronic service delivery and related security issues
- Public perception of government's accountability to the taxpayer
- Expectation to do more with less
- Inter-municipal and inter-organizational partnerships

### **C.2 Key Strategic Issues**

- Limited staff resources for meeting growing client/customer demand for service
- Strengthening relationship with Peel Regional Police
- Investigating opportunities for new "audit" products and services, e.g., Contract Audits
- Increasing awareness and understanding among clients/customers of Internal Audit's role and its responsibilities
- Enhancing role in the development of major corporate systems and computer security issues
- Establishing Internal Audit's leadership role with other cities and regions across North America through membership in professional networking groups

**D. *Mandate, Objectives and Actions***

**D.1 Mandate and Objectives**

**Mandate:**

Internal Audit provides independent and objective assurance in an accurate, methodical, professional, credible and consultative manner for Management and Council, mostly in the Region of Peel, so residents can have confidence in the way Peel is being managed.

**Objectives:**

1. Be recognized as a professional Internal Audit group
2. Expand the Corporate role of Internal Audit
3. Provide new products/services to match Corporate unmet needs
4. Develop and retain a professional audit team

**D.2 Objectives and Actions**

**1. Be recognized as a professional Internal Audit group**

- 1.1 Prepare and apply for quality assurance review from the Institute of Internal Audit
- 1.2 Develop a communication plan for internal and external audiences
- 1.3 Investigate use of technology for knowledge transfer and implement where appropriate
- 1.4 Develop a formalized and structured way to manage the way we do our work
- 1.5 Update the business plan throughout the year with information gathered in meetings, from audit reports, from committees etc.
- 1.6 Develop a method to collect and report variances of projects planned to actual projects completed

**2. Expand the Corporate role of Internal Audit**

- 2.1 Develop relationships with key corporate service groups
- 2.2 Engage Executive Management Team as part of audit planning process
- 2.3 Create “corporate communication” presence of Internal Audit group
- 2.4 Expand customer base

**3. Provide new products/services to match Corporate unmet needs**

- 3.1 Identify and analyze the issues around financial systems management and work co-operatively with Financial Systems management to research solutions
- 3.2 Develop an audit methodology for system development or other large projects (system life cycle reviews)
- 3.3 Develop process of determining unmet needs and product/service evaluation
- 3.4 Implement contract auditing program

**4. Develop and retain a professional audit team**

- 4.1 Write a human resource development/succession plan
- 4.2 Write an education/training/designation requirement plan
- 4.3 Recognize staff for accomplishments
- 4.4 Promote and market internal auditing as a desirable profession

**D.3 Service Principles**

Internal Audit follows the standards for the Professional Practice of Internal Auditing from the Institute of Internal Auditors.

The Regional Values also function as Internal Audit's service principles.

**D.4 Strategic Plan Connection**

The objectives and actions in the Internal Audit Division's Service Strategy/Business Plan are consistent with and support the following Goal in the Region's strategic plan, *Directions for Success: Investing in Peel's Future*:

**Goal 5:** Be a leader in the provision and coordination of Regional services



## **E. *Monitoring and Measuring the Service Strategy/Business Plan***

### **E.1 Measurement of Objectives/Actions**

Contact the Director of Internal Audit for details on the measurements of the objectives and actions.

### **E.2 Performance Targets (not applicable)**

### **E.3 Corporate Performance Measurement and Benchmarking**

#### **1. Program Efficiency (not applicable)**

#### **2. Community Impact (not applicable)**

#### **3. Data (not applicable)**

#### **4. Customer Service**

Internal Audit has developed eight service quality standards that will be reviewed within the division and with Regional business units.

#### **5. External Benchmarking**

The table below shows a comparison of the total staff and budgets of comparable municipalities. Note: City of Mississauga staff does not include a large number of seasonal and part-time staff. Also, figures for Ottawa are proposed for the new city in 2001, while figures for the City of Hamilton are for 2000 combined.

<b>Municipality</b>	<b>No. of Prof. Audit Staff</b>	<b>Total No. of Staff</b>	<b>Total 2002 Current and Capital Budget (millions)</b>	<b>Auditors per 1000 Staff</b>	<b>Budget per Auditor (millions)</b>
Halton Region	2	1,561	\$289	1.3	\$222
City of Toronto	22	34,400	\$7,400	0.6	\$336
City of Ottawa	10	12,355	\$2,195	0.8	\$220
City of Hamilton	5	7,000 est.	\$923	0.7	\$185
Region of Peel	6	4,500	\$1,250	1.3	\$208
City of Mississauga	5	3,949	\$445	1.3	\$89
City of Brampton	6	1,400	\$312	4.3	\$52

**F. 2003 Financial Requirements Presentation**

**F.1 Current Budget Introductory Comments/Analysis**

The Region is expanding and becoming more complex. The non-profit housing sector has been downloaded by the Ministry of Housing. Long-Term Care division is increasing in size by adding 320 new beds in two new homes for the aged. Children's Services is delivering several new grant programs.

The Region is also expanding operational and capital financing to many external organizations such as Peel Police, OPP, Conservation Authorities, Pooling, and Peel Hospitals. Hundreds of millions are spent yearly on these organizations.

Furthermore, some established programs such as water and wastewater are coming under new pressure to perform better after disasters in other parts of the province.

Our 2002 to 2004 Business Plan includes a request for an additional senior auditor in 2002. We believe that this person is necessary to allow us to provide satisfactory assurance to management and the Audit Subcommittee that new functions are operating effectively, funds to external agencies are being used for the purpose which Council has approved and long established programs are meeting the challenge of change.

**F.2 Financial Structure Chart – Current Budget**



### F.3 2003 Current Budget

#### 1. Activity Analysis

	Budgeted Net Cost	
	2003	Change from 2002
Internal Audit	769,721	87,497
Net Program Cost	<u>\$ 769,721</u>	<u>\$ 87,497</u>

#### 3.

	Budgeted Net Cost/Unit	
	2003	Change from 2002
	2.38	0.22
	<u>\$ 2.38</u>	<u>\$ 0.22</u>

#### 2. Account Analysis

	Budgeted Gross & Net Cost	
	2003	Change from 2002
Goods & Services	125,529	15,376
Salaries & Wages	719,192	147,121
Capital Financing	-	-
Gross Program Cost	844,721	162,497
Fees, Charges & Other	75,000	75,000
Net Program Cost	<u>\$ 769,721</u>	<u>\$ 87,497</u>

	Budgeted Units of Service	
	2003	Change from 2002
Brampton	104,600	3,800
Caledon	17,200	600
Mississauga	201,400	3,200
Total Households	<u>323,200</u>	<u>7,600</u>

#### 4. Budget Variance Explanation

Net Program Costs
Change from
2002

The budget for Internal Audit is increasing in 2003 to provide for an additional senior auditor to allow for satisfactory assurance to management and the Audit Subcommittee that new functions are operating effectively, funds to external agencies are being used for the purposes which Council has approved and long established programs are meeting the challenge of change.

87,497

**Net Program Cost Variance**

\$ 87,497

# Glossary of Terms

Term	Definition
“A” (Approved)	Capital projects included in the Capital Budget that have been approved by Council. In reference to the 2003 Capital Budget document – 2003 Financing Sources and Funding Status report.
“P” (Pending)	Capital projects included in the 2003 Capital Budget that are approved by Council in principle only. Projects with Pending status require a subsequent management report to Council for consideration and approval. In reference to the 2003 Capital Budget document – 2003 Financing Sources and Funding Status report.
905 Municipalities	The Greater Toronto Area (GTA) municipalities which have a 905 area code. These include the surrounding regional municipalities of Durham, Halton, Peel and York excluding the City of Toronto which has an area code of 416.
ABC	see Activity Based Costing
Access Peel	The Regional customer service facility, which includes the corporate call centre, the Regional mailroom, internal courier service, and print and copy centre
Accrual basis of accounting	A basis of accounting in which expenditures and revenues are recorded at the time they are incurred as opposed to when cash is actually received or spent
ACP	see Advanced Care Paramedic
Activity Based Costing (ABC)	A key concept of the overall Corporate Performance Measurement (CPM) system whereby accounting records reflect full costing of services
Advanced Care Paramedic (ACP)	A paramedic with upgraded skills who is qualified to administer a broader range of drugs (than a primary care paramedic), manage an airway, start an intravenous line and perform fully-manual defibrillation
AGCO	Alcohol and Gaming Commission of Ontario
AIMS	Asset Information Management System
AMO	Association of Municipalities of Ontario
AMR	Automatic Meter Reading
AquaPeel	A computer billing system for Water and Wastewater developed by the Region of Peel

Term	Definition
ASIS	American Society of Industrial Security
BCA	Building Condition Assessment
CACC	Central Ambulance Communications Centre
CALEA	Commission on Accreditation for Law Enforcement Agencies
Canada Mortgage and Housing Corporation (CMHC)	The Government of Canada national housing agency helping Canadians gain access to a wide choice of quality affordable homes through social housing, market housing, and housing support and research
Canadian Council on Health Services Accreditation (CCHSA)	A detailed comparison of an organization's services and method of operation against a set of national standards
Capital Budget	Funding to departments for long-term capital expenditures
Capital Finance Stabilization Reserve (CFSR)	A reserve intended to fund new, non-growth capital projects
Case Mix Index (CMI)	A measurement of the level of care required and provided to the residents of the long-term care facilities as determined by a classification system introduced by the province.
CCHSA	see Canadian Council on Health Services Accreditation
CCIP	Child Care in Peel
CCSMP	Child Care Service Management Plan
CDMS	Commissioners, Directors, Managers and Supervisors
CEA	Class Environmental Assessment
CFSA	<i>Child and Family Services Act</i>
CFSR	see Capital Finance Stabilization Reserve
Children in Need of Treatment (CINOT)	Dental programs for children whose families cannot afford necessary dental services
CIMS	see Common Information Management System
CINOT	see Children in Need of Treatment
CIS	Customer Information Systems
Class E.A.	Class Environmental Assessment
CMG	Chief's Management Group (Peel Regional Police)
CMHC	see Canada Mortgage and Housing Corporation
CMI	see Case Mix Index
CMRT	see Corporate Management Resource Team

Term	Definition
CMSM	see Consolidated Municipal Service Managers
CMT	Corporate Management Team
CNIB	Canadian National Institute for the Blind
Common Information Management System (CIMS)	Records management software of Peel Regional Police
Complement	The total number of regular full-time positions and full-time equivalents, with respect to regular part-time positions, approved by Council
Consolidated Municipal Service Managers (CMSM)	The establishment of 47 regions in the province responsible for the management (and in some cases delivery) of the Ontario Works programs, Child Care programs, Social Housing and Land Ambulance services
Consolidated Verification Process (CVP)	An approach for reviewing Social Assistance cases that is based on “risk management” practices
Cordon Count	An integral component of a Greater Toronto Area (GTA)-wide program used in determining the movement of vehicles and persons both intra and inter-regionally
Corporate Data Network (PeelNet)	Provides connectivity to all Region of Peel sites and consists of network servers, switches, hubs and associated network software
Corporate Management Resource Team (CMRT)	A management team established to take a lead role in recommending decisions and directions related to specific planning, policy and operational matters delegated by Executive Management Team (EMT) which have corporate-wide implications
Corporate Performance Measurement (CPM)	Efficiency, effectiveness performance indicators as well as broader measures of community well-being
Corporate Sustaining	A product or service that supports decision-making by Council and/or Executive Management Team (EMT); the cost of which is not essential to running internal business units, and may exist to support or promote corporate standards
Corporation	Regional Municipality of Peel
CPM	see Corporate Performance Measurement
CPR	Canadian Pacific Railway
CPTED	Crime Prevention through Environmental Design
CPTPD	Crime Prevention through Physical Design
CRC	Community Recycling Centre
CSA	Canadian Standards Association
CUPE	Canadian Union of Public Employees
CUPID	Computer Upgrade for Peel's Information Devices

Term	Definition
Current Value Assessment (CVA)	The amount of money a willing seller can expect to receive from a willing buyer in an arm's length transaction
Customer Information System	A Water and Sewer Utility Billing and Customer Information System developed by the Region to provide the facility for utility billing, collection, meter maintenance, and a customer information data base to assist in the management and planning of the utility, and for use in general Regional planning
CUTA	Canadian Urban Transit Association
CVA	see Current Value Assessment
CVP	see Consolidated Verification Process
DBRS	Dominion Bond Rating Service
DC	see Development Charges
DCA	In reference to the 2003 Capital Budget and 2004-2012 Forecast – Ten Year Capital Program Summary report. Proposed funding noted as “DCA” is comprised of funding from Development Charges (Reserve Funds).
Desktop 2002	The implementation of the next generation of client hardware and software upon expiry of computer lease in June 2002. New products include Windows 2000/XP, Exchange 2000, Office/XP, and corresponding upgrades to other products.
Development Charges (DC)	Charges imposed by the <i>Development Charges By-law</i> against land in certain circumstances if the development of the land would increase the need for services
<i>Development Charges By-law</i>	Legislation established by Council on August 31, 1999 to set policy in regards to the administration of development charges
<b><i>Directions for Success: Investing in Peel's Future</i></b>	The Region of Peel's strategic plan
DMT	Departmental Management Team
DOC	Directly Operated Centres
DOCC	Directly Operated Child Care
DOCCC	Directly Operated Child Care Centres
Downloading	Provincial action to shift administrative and/or financial burdens of programs previously under provincial mandate to regions and/or municipalities
DVERS	Domestic Violence Emergency Response System
EE	Excellence Expedition
EFW	see Energy from Waste
EIM	see Electronic Information Management

Term	Definition
Electronic Information Management (EIM)	Evaluation and selection of software for record and document management
Emergency Measures Planning (EMP)	Region-wide disaster contingency planning
EMP	see Emergency Measures Planning
EMS	Emergency Medical Services
EMT	Executive Management Team
Energy from Waste (EFW)	The production of electrical energy from the incineration of waste
ERT	Emergency Response Team
ERU	Emergency Response Unit
ESA	Environmentally Sensitive Areas
ETR	Exception Time Reporting
External	In reference to the 2003 Capital Budget and 2004-2012 Forecast – Ten Year Capital Program Summary report. Proposed funding noted as “External” is comprised of funding from sources other than the Region of Peel – such as Provincial subsidy and recoveries from area municipalities.
FCI	Facility Condition Index
Financial Management Information System (FMIS)	The PeopleSoft module currently in use for the general ledger, accounts payable, purchasing and accounts receivable
Fiscal Year	A 12-month period for which budgets are prepared and accounting records are maintained. The fiscal year for the Region is January 1 to December 31.
FMIS	see Financial Management Information System
FTE	see Full-time Equivalent
Full-time Equivalent (FTE)	A measure of staffing equivalent to that produced by one person working full-time for one year
Geographic Information System (GIS)	A system that integrates existing regional graphic and tabular spatial data into a common shared repository
GFOA	see Government Finance Officers Association (GFOA) Award
GIS	see Geographic Information System
GO Transit	see Greater Toronto Transit Authority
Government Finance Officers Association (GFOA) Award	A North American association of government financial officers. The premier association of public sector finance professionals dedicated to providing high quality support to state and local governments. The prestigious annual award is considered the highest form of recognition in governmental budgeting.



Term	Definition
Grant	A contribution from a level of government to support a particular function, service or program
Greater Toronto Area (GTA)	The geographic area of jurisdiction of the City of Toronto and the four surrounding regional municipalities of Durham, Halton, Peel and York. This area covers approximately 7,200 square kilometres and contains a total of 25 local area municipalities.
Greater Toronto Services Board (GTSB)	The former provincial board with the objective of promotion and facilitation of co-ordinated decision making among the GTA municipalities with the responsibility to exercise direction and control over GO Transit. The GTSB was dissolved in 2002.
Greater Toronto Transit Authority (GO Transit)	An inter-regional transit network for the GTA and surrounding communities
GRIT	Gang-Related Intervention Team
GTA	see Greater Toronto Area
GTA Equalization	see GTA Pooling
GTA Pooling	A redistribution of funds from the GTA regions (including Peel) to the City of Toronto to recognize the social and economic interdependence within the GTA and to ensure that Toronto is not unfairly burdened with costs that result from being geographically at the core of a single catchment area for social services
GTA Working Group	This group consists of staff from the Regions of Peel, Durham and York, the City of Toronto and the provincial Ministries of Municipal Affairs and Housing and Finance. The Working Group was established in 1998 to consider modifications to the GTA Pooling model to improve fairness for member municipalities.
GTSB	see Greater Toronto Services Board
Hansen	Infrastructure management based on comprehensive asset inventory
HRDC	see Human Resources Development Canada
HRMS	Human Resources Management System
Human Resources Development Canada (HRDC)	A federal government organization with a mission to enable Canadians to participate fully in the workplace and the community
ICR	see Internal Charges and Recoveries
IMET	Integrated Municipal Enforcement Team
IMS	see Infrastructure Management System
InfoPeel	The Region of Peel's "information repository" of important Regional documents currently stored on Pathways
Infrastructure Management System (IMS)	A computerized maintenance management system for Public Works' assets (e.g. manholes, pumping stations)

Term	Definition
Integrated Planning and Financial System (IPFS)	An automated software application, which sets out the infrastructure costs associated with servicing new growth areas
Internal	In reference to the 2003 Capital Budget and 2004-2012 Forecast – Ten Year Capital Program Summary report. Proposed funding noted as “Internal” is funding from Reserves.
Internal Charges and Recoveries (ICR)	A process by which the costs of internal support services are assigned to the businesses that consume those services
Internal Support	Services whose primary goals are to support front line service providers in delivering services to the public. These include Finance, Property Services, Public Works Services, Executive and Council, and Corporate Services.
IPFS	see Integrated Planning and Financial System
IRIMS	Integrated Recorded Information Management System
ISU	Intake Screening Unit
ISUOO	Intake Screening Units of Ontario
IVR	Interactive Voice Response
KMS Peel Inc.	The owner/operator of the incinerator and energy-from-waste plant
LEAP	Learning, Earning and Parenting Program
L.E.D.	Light Emitting Diode
Levy	Property taxation funding which is raised through taxes
Liabilities	The financial obligations of the Region to others
Line Item	Revenue or expense category such as labour, transportation, rent, user fees
Local Services Restructuring (LSR)	The download of service from the Province of Ontario to municipalities as a result of the <i>Local Services Realignment Bill</i>
<b>Long-Term Waste Resource Management Strategy (LTWRMS)</b>	A 20-year strategic plan for waste management within the Region of Peel
Lower-Tier Municipality	A municipality within a region (e.g. the Cities of Mississauga and Brampton and the Town of Caledon within the Region of Peel)
LSR	see Local Services Restructuring
LTTP	Lead Teacher Training Program
LTWRMS	see <b>Long-Term Waste Resource Management Strategy</b>
Managed Competition Plan	A plan within Public Works to improve efficiency and effectiveness by competing with private sector providers
MCPA	Mississauga Crime Prevention Association

Term	Definition
MFIPPA	<i>Municipal Freedom of Information and Protection of Privacy Act</i>
ML/D	Million litres per day
MPAC	see Municipal Property Assessment Corporation
MPMP	see Municipal Performance Measurement Program
MRF	Material Recovery Facility
MSWFP	Making Services Work for People
MTO	Ministry of Transportation, Ontario
Municipal Performance Measurement Program (MPMP)	An initiative designed to provide taxpayers with useful information on service delivery and municipalities with a tool to improve those services over time. The program requires municipalities to collect data to measure their performance in nine core municipal service areas.
Municipal Property Assessment Corporation (MPAC)	Established by the <i>Municipal Property Assessment Corporation Act</i> , MPAC administers a uniform, province-wide system based on current value assessment
MWS	Mobile Workstations
National Quality Institute (NQI)	A strategic partner with the Region in achieving the goal of excellence. A not-for-profit organization whose mission is to “Inspire Excellence in Canada.”
NCB	National Child Benefits
NPU	Neighbourhood Policing Units
NQI	see National Quality Institute
Oak Ridges Moraine (ORM)	A geophysical element of unique qualities located within the Region. Contentious political issue since the area is slated for extensive housing development. Citizens protest the development and want to preserve the area as a natural site.
OCBCC	Ontario Coalition for Better Child Care
OCCMS	Ontario Child Care Management System
OCWA	see Ontario Clean Water Agency
ODSP	Ontario Disability Support Payments
ODWS	Ontario Drinking Water Standards
OEYCF	Ontario Early Years Challenge Fund
OFAS	see Ontario Fair Assessment System
OMB	see Ontario Municipal Board
OMBI	see Ontario Municipal CAO’s Benchmarking Initiative
OMERS	see Ontario Municipal Employees Retirement System

Term	Definition
OMSSA	Ontario Municipal Social Services Association
One Fund	An Association of Municipalities of Ontario (AMO)-operated fund managed by a private management firm
Ontario Clean Water Agency (OCWA)	The Region's contracted operator of the water and wastewater treatment plants
Ontario Fair Assessment System (OFAS)	A fair, consistent and understandable property assessment and tax system that took effect on January 1, 1998. It gives municipalities a variety of new tax options to help them design a property tax system that can meet their revenue requirements and respond to local priorities.
Ontario Municipal Board (OMB)	An independent and adjudicative tribunal that listens to the appeals and concerns of parties who object to the decisions of public authorities
Ontario Municipal CAO's Benchmarking Initiative (OMBI)	A partnership project to encourage service excellence in municipal government. Participating municipalities are working together to identify and share performance statistics, operational best practices and to network in a spirit of innovation and entrepreneurship to push for even greater success.
Ontario Municipal Employees Retirement System (OMERS)	A local government pension plan co-ordinated by the Province of Ontario and funded from municipal employee and employer contributions
OPAC	Ontario Property Assessment Corporation
Operating Budget	Estimated expenditures and revenues related to current operations for the fiscal period
ORM	see Oak Ridges Moraine
OWIP	Ontario Works in Peel
PABS	Peel Automated Budgeting System
Pathways@Peel	Also written simply as "Pathways". Region-wide intranet.
Payment in Lieu of Taxes (PILTS)	Payments made by government for their properties that are classed as exempt from realty or business taxes
Pearson International Airport (PIA)	The International Airport serving the Greater Toronto Area. The airport is located in the east central part of the Region of Peel.
Peel Living	Peel Non-Profit Housing Corporation - provides affordable housing
Peel Police Services Board	The governing body for the Peel Regional Police
PeelNet	see Corporate Data Network
PeopleSoft	Software provider for the Region's financial and Human Resources information systems
PEP	Progressive Excellence Program
PHC	Peel Heritage Complex
PHHN	Peel Heart Health Network

Term	Definition
PIA	see Pearson International Airport
PILTS	see Payment in Lieu of Taxes
POP	Problem Oriented Policing
PRIMER	Planning, resourcing, implementing, monitoring, evaluating and revising
Program	A Regional business unit formed to provide a specific type of service (e.g. Waste Management, Wastewater, Public Health)
Property Tax Supported	Programs that receive the majority of their funding from the property tax base
Province	The Province of Ontario
PSN	see Public Sector Network
Public Sector Network (PSN)	High-speed, high capacity fibre optic network owned jointly by the Region and the area municipalities which services all three hospitals in the Region, both school boards, Sheridan College, Erindale College and Community Care Access Centre of Peel
PWDO	Public Waste and Recycling Drop Off
QIIP	Queen's Institute for International Policy
RAID	Reduce Abuse in Drugs
Rate supported	see Utility Rate Supported
Realignment cap	Realignment of the provincial and municipal relationship concerning funding, management and delivery of social housing programs
Region	The geopolitical area made up of the City of Mississauga, the City of Brampton and the Town of Caledon (Region of Peel)
<b>Regional Official Plan (ROP)</b>	A public document which provides Regional Council with a long-term policy framework for decision-making
Regional Values	Five guiding principles for the workplace that apply to relationships with colleagues, clients, Council, residents, community agencies, and external groups
Reserve	The accumulated appropriation from current revenues at the discretion of Council. Reserves are unrestricted.
Reserve Funds	Reserve Funds are restricted assets as defined in the <i>Municipal Act</i> . They are designated to finance growth-related capital projects as governed by the <i>Development Charges By-law</i> .
RF	Radio Frequency
ROP	see <b>Regional Official Plan</b>
ROPSU	<b>Regional Official Plan Strategic Update</b>
SAFE	Schools Against Fearful Environment

Term	Definition
SCAT	Senior Crime Around Toronto
SCR	Selective Catalytic Reduction
SCTP	Sports, Culture and Tourism Partnerships
SDMT	Service Delivery Model Technology
Service Strategy/Business Plan (SS/BP)	Sets out what services a department/division/business/program will provide and how. Supports the Region's Strategic Plan. Is renewed every new term of Regional Council, while the actions and financial information are reviewed and revised annually. Includes the following components: Mandate, Objectives, Actions, Financial Requirements and, Success Indicators.
SGMC	see Smart Growth Management Council
SHRA	<i>Social Housing Administration Reform Act</i>
SIU	Special Investigations Unit
Smart Growth Management Council (SGMC)	Councils comprised of provincial, municipal, private sector and non-profit organization representatives. These Councils will develop integrated Smart Growth Management Plans for five distinct provincial zones – Eastern, Southwestern, Northeastern, Northwestern and Central Ontario. The Smart Growth Management Plans will include a vision for economic growth, along with strategies to improve quality of life, protect the environment and ensure existing infrastructure is used efficiently.
SS/BP	see Service Strategy/Business Plan
SSMP	Servicing and Settlement Master Plans
Sun Life	The insurance company providing health benefits to employees of the Region of Peel
Supplementary Taxes	Property taxes resulting from assessment added to the tax roll after January 1 of a given tax year
Surplus	Occurs when total revenues from current operations exceed total expenditures
Tax Rate	The current value property assessment is multiplied by the tax rate to equal the amount of a taxpayer's property taxes
Tax Supported	see Property Tax Supported
Together We're Better Awards	Awards presented to recognize employees who have made an outstanding contribution to the Region
TRMI	Tax Rate Management Initiative
TTC	Toronto Transit Commission
TTS	Transportation Tomorrow Survey
U of T	University of Toronto

Term	Definition
UHU	see Unit Hours Utilization
Unbundling	Breakdown of services into specific components that permit more detailed Activity Based Costing (ABC)
Unit Hours Utilization (UHU)	Measurement of level of paramedic activity within a unit of time
Upper-Tier Municipality (UTM)	A municipality of which two or more municipalities form a part (e.g. Region of Peel comprising the lower-tier municipalities of the City of Mississauga, the City of Brampton and the Town of Caledon)
Utility Rate Supported	Programs that receive the majority of their funding from utility user fees
UTM	see Upper-Tier Municipality
VCOM	Voice Communication System
ViCLAS	Violent Crimes Linkage Analysis System
Walkerton Inquiry	A public inquiry into the E. Coli contamination of the water supply in Walkerton Ontario, and the safety of Ontario's drinking water
WDO	Waste Diversion Organization
Wes-PHix	A system designed to convert hazardous fly ash from the KMS Energy-from-waste facility to non-hazardous waste that can be disposed of at a conventional (non-hazardous) landfill site
Workplace Safety and Insurance Board (WSIB)	A board which oversees Ontario's workplace safety education and training, provides disability benefits, monitors the quality of health care, and assists in early and safe return to work programs
WRSR	Water Rate Stabilization Reserve
WSIB	see Workplace Safety and Insurance Board